

Organisational Development Plan 2007/2010

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1. Foreword



Councillor Brian Essex
Portfolio Holder for A Well Managed Council

The Council utilises the ODPM definition of Organisational Development as the practice of planned interventions to bring about significant improvements in organisational effectiveness and the wider community.

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 plan is one element of the delivery mechanism in relation to the Human Resources Strategy in addition to the workforce plan, the equality action plan and the pay and reward strategy.

This Organisational Development Plan also reviews the training activities which have taken place from April 2007/March 2008 and sets out Rossendale Borough Council's strategic approach in relation to the delivery and resourcing of formal organisational development opportunities during April 2008/March 2009.

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

A handwritten signature in black ink that reads "B. W. Essex". The signature is written in a cursive style.

Councillor Brian Essex
Portfolio Holder for a Well Managed Council

2. Introduction

The purpose of the Organisational Development Plan is: -

- To describe the strategic goals for organisational and staff development during 2008/2009
- 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 2007/2008
- 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 – Sustainable Community Strategy
- Rossendale Alive – Corporate Plan
- RBC Human Resources Strategy 2005/2007 (to be revised 2008)
- RBC Resources Business Plan 2007/2009
- 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 to 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.

We have 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 2007/9 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’, which is articulated in the Sustainable Community Strategy.

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 2007 – 2010 are:

1. Delivering quality services to customers.
2. Delivering Regeneration across the Borough.
3. Keeping our Borough clean and green.
4. Promoting Rossendale as a place to live and visit.
5. Improving health and well being across the Borough.

Being a well-managed Council demonstrated by;

6. Strong financial management and the delivery of value for money services.
7. Equipping Members to fulfil their role as leaders in the community.
8. Effective Human Resources Management and maintaining a workforce with the skills to deliver the priorities for the Borough.

The five outwardly focused priorities, support the three priorities of People, Place and Prosperity as set out in the Community Strategy.

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 through the shared vision of Rossendale Alive delivering 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 Time Special Award for training and development.

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.

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

5. Review of Organisational Development 2007/2008

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 2007/2008 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 2008/2009.

Investors in People

The Council successfully achieved Investors in People status in March 2007. This has led to a number of benefits including:

- Improved motivation and an increased commitment to development.
- Improved productivity and customer satisfaction.
- A focus on improving quality.
- Improved performance and public recognition.

The Times Best Council Award

The Council achieved the Special Award in the Times Best Council Awards for Training and Development in September 2007 and achieved third overall in the Times Best Council Awards.

5.1 Key Priority Areas identified for 2007/2008

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-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.
The Community Engagement and Involvement Strategy.
Programme Management underpinned by rigorous performance management.
Effective Client and Service Assurance management arrangements.
Service challenge and options appraisal.
Effective governance and accountability.
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 key competencies 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.

These 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:

Listening and Communicating – this is concerned with our ability to listen to customers and staff to improve understanding and decision-making and our ability to communicate in a number of different ways.

Loyalty – this is concerned with our ability to build our reputation, trust and confidence.

Management of Performance – this is concerned with our ability to remain focused and deliver identified and measured outcomes.

Celebration of Success – this is concerned with evaluation, learning and recognising what we have done well and applying lessons learned.

Customers Matter – this is concerned with our ability to recognise the diversity of customers, and the importance and value of developing services that meet the needs of different customers.

All line managers have attended briefing sessions in relation to the core competencies. In addition to obtaining feedback from through the annual personal development review process.

5.1 (2) Developing Leadership Capacity in an interdependent world.

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. 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. There will continue to be an emphasis on management development on both a regional and a sub regional level across Pennine and Team Lancashire.

2.1 East Lancashire Leadership Programme

The initial six module Senior Management Programme has been condensed into a two day programme. The programme covers the following key themes:

Strategic thinking.

Leadership style.

Managing effective meetings.

Net working and working in partnership.

Eight employees will have attended the programme by the end of March 2008.

2.2 Postgraduate Certificate in Management

The Council has worked in partnership with the Bolton Council to support two employees through 2007/08.

2.3 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

5.1 (3) Developing workforce skills and capacity

The Council has agreed a significant budget for organisational development in order to develop the skills employees and build the capacity of the Council. The Council continues to recognise development opportunities as key to delivering service improvements. This was recognised in 2006 by the Council achieving Investors in People and receiving the Times Special Award for Training and Development.

3.1 Recruitment and Selection Training

The Council delivered one in-house course for Recruitment and Selection and a total of 11 staff attended. The objectives 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

3.2 Induction to Rossendale Alive

During 2006/7 the Induction programme Rossendale Alive was continued for all new staff to Rossendale Borough Council. This was facilitated by Carolyn Wilkins, Chief Executive and Bev Dodd, Consultant from North West Employers. Key objectives included discussing the Council's priorities (Golden Thread), the customer perspective of Rossendale Borough Council and what individuals can do to assist the organisation to meet its priorities. During the year, 2 sessions were held with 26 delegates attending.

3.3 Personal Development Reviews

The Head of People and Organisational Development held two workshops to develop the skills of supervisors and managers to enable them to evaluate performance in relation to the Council's values and competencies and to undertake the reviews quickly, simply and effectively. Eighteen delegates attended two sessions.

3.4 Anti Discriminatory Practice

Hearfirst provided one course, eight employees attended. The course covers all of the areas of Equality legislation including the new legislation in relation to Employment Equality (Age) Regulations - October 2006 and the Gender Equality Duty - April 2007 (part of Equality Act 2006).

3.5 Disability Awareness

This training, run by the external training provider Hearfirst, was commissioned as a mandatory, one-day course for all staff. During 2007/08 eleven staff attended two workshops. The key aims of the sessions 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.

3.6 Theatre And

Four Equality and Diversity workshops were commissioned to explore with staff the impact of harassment and bullying. There was also a bespoke session for Members. The Programme was attended by ninety six attendees. The programme also addressed some of the concerns of the Housing Inspection in relation to the difficulty faced by employees in translating equality related training into the workplace.

3.7 Equality Impact Assessment

This year, the action learning sets were replaced with a one day workshop to provide attendees with the knowledge required to be able to carry out effective Equality Impact assessments. One course was commissioned with sixteen delegates attending.

3.8 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 twenty nine staff attended this training. IT training was also made available to Street Scene and Liveability exclusively in the form of Computers for Beginners, facilitated by Myerscough College and CLAIT as a follow up to the beginner's course. 12 delegated attended from Street Scene.

3.9 Emergency Planning

One Executive Director attended the 3 day residential course, Introduction to Emergency Planning held at the Emergency Planning College in York.

3.10 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. Fourteen employees enrolled onto the training and three have completed to date. The NVQ support will continue throughout 2007/08 and into 2008/09, particularly as the commitment to apprenticeships increases.

3.11 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 has led to a roll-out of procurement training which has began and will run throughout 2007 led by Procurement Champions.

3.12 Time Management

Three time management courses ran in 2007/2008 facilitated by Jill Ryan. Twenty four employees attended the sessions.

3.13 Health and Safety Training

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. Two Assessment training sessions were run with seventeen attendees.

Manual Handling

Manual Handling Training was delivered to Street Scene and Liveability operational staff. Fifty six employees were trained in manual handling and the moving of awkward loads.

Use of Personal Protective Equipment (PPE)

PPE use and awareness training was delivered to Street Scene and Liveability operational staff by Perry Scott and Nash. Fifty six employees attended the training.

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. Thirteen employees have been trained in first aid in 2007/2008. The training has been delivered in partnership by either Pendle Council or the Rossendale Leisure Trust.

Fire Safety

A short, in-house training course was produced for fire wardens, roll-call officers, deputies, etc by our partner at Greenvale Homes twelve employees attended this training.

Health & Safety Management

In order to build on the success of the risk assessor training and to develop good Health & Safety management. A one day in-house training course was delivered by SETA to Senior Managers on "Directing Safely"

5. Member Development

The Member Development Strategy links with the overall OD 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 2007/08:-

- Cabinet and Leadership Development
- Scrutiny and Challenge
- Community and Local Leadership
- Council Meetings and related skills
- Council Modernisation and Constitutional Arrangements

- Information and Communications (ICT) Training
- Media Relations
- Budgets, finance and risk management
- Ethical Governance
- General issues and knowledge including equalities and diversity, health and safety etc.

6. Budgetary Spend 2007/2008

The budget allocation for 2007/2008 was corporately managed within the Human Resources Team by the HR Advisor. 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	Total Cost Agreed
Member Development	£8,500	£7081
Management/Qualification/ Operational Development	£72,750	£72,750
TOTAL	£81,250	£79831

The budget for 2007/2008 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.

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 Area Assessment – emphasises the importance of staff as a key resource and which expects the Council to show evidence of workforce planning and development.

8. Organisational Development Priorities 2008/2009

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. As the organisation continues to build capacity through partnership there will be a need for different skills including negotiation, mediation, monitoring and evaluation.

8.1 Building better partnerships

There is a need for substantial change to current culture, systems and processes if the step change envisaged in the Sustainable Communities Strategy is to be achieved. The Council needs to build:

A genuine commitment to partnership working.

A willingness to learn from others.

A new approach to development which should be based less on control and more to building consensus.

A long term vision of value rather than a short term vision of cost.

Cultural Sensitivity.

The need for vision and leadership is crucial and the Council needs to develop better cross-departmental and collaborative working and break down professional silos. There is a balance between developing the technical skills of staff and developing generic skills and behaviours which would contribute to the delivering of sustainable communities within Rossendale.

The Egan Review of Skills identified some of the following as key:

Ability to see the potential impact of action on others.

Customer Focus and Empathy.

Listening skills.

Mediation and conflict resolution.

Negotiation, persuasion and influence.

8.1 Promoting Cultural Change

8.1 (1) Senior and Middle Management 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. The areas of focus will be as follows:

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 non-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.

The Neighbourhood and Place Shaping Agenda

Definition of place shaping.

Roles in building sustainable communities.

Consultation and engagement.

Exploring the characteristics of an effective partnership.

Recognise the skills for developing and sustaining partnerships in practice.

A review of the Competency Framework will be undertaken to ensure the current competencies are still relevant and appropriate.

The use of a 360 degree appraisal tool to provide feedback to individuals on their performance and to inform the setting of development plans is currently being explored.

8.2 Skill Development

8.2 (1) Skills for Life

The Council is committed to Skills for Life and will be making 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 the improvement in services and leadership of the communities the Council services. Direct benefits include:

- Improved performance
- Improved quality assurance
- Improved communication in the workplace
- Improved customer relations
- Improved recruitment and retention
- Realise existing potential

8.2 (2) Health and Safety

The Council has entered into a partnership with Burnley Council in relation to Health and Safety. The audits which have taken place have identified a range of training needs which will be an area of focus through 2008. The Following areas of Health and Safety Training needs have been identified:

Managing Safely (IOSH)

Health and Safety Awareness

General Risk assessment

Fire Wardens

Personal Safety

Conflict Resolution

Child Protection

Asbestos Awareness

First Aid Appointed

Manual Handling

DSE Risk Assessment

COSHH

Specialist Street Scene

8.2 (3) IT Training

A range of IT training courses will be offered to meet the needs of. In addition an IT induction will be developed and offered to all new employees to identify their immediate training needs.

8.2 (4) Equalities

A range of Equality related training course have been commissioned over the last four 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 – Legislation and Practice: To cover all Strands of the Equality Legislation, this will be a compulsory course for any member of staff who has a supervisory role.

Equalities Awareness: To cover all areas of the Equality Strand, this will be compulsory for all members of staff.

Equality Impact Assessment: To build capacity in relation to the completion of Equality Impact Assessments. At least two employees in each service areas should be competent in the completion of Equality Impact assessments.

The Bullying and Harassment Policy is due to be revised and training will be commissioned to support the implementation of this policy.

8.2 (5) Environmental Issues Awareness

To educate and inform staff of the implications of environmental issues in relation to their work and their personal life.

8.2 (6) Keeping Children Safe

The Council has agreed a new Child Protection Policy. Awareness training in the policy will be offered to staff who may come into contact with children in undertaking their duties and those employees responsible for the implementation of the policy.

8.2 (7) National Vocational Qualifications

The Council has carried out a qualification audit and will undertake a further skills and qualification review in 2008. The Council remains committed to providing employees with the opportunity to undertake vocational training.

8.2 (8) Mediation

The Harassment and Bullying Policy will be updated. In addition a greater emphasis will be placed on 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.

8.2 (9) 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 an accredited Human Resources qualification with Blackburn with Darwen Council.

8.3 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 are committed, where they are most needed. There is a need to prioritise and develop a coordinated approach to community engagement.

8.4 Recruitment and Retention

A review of the Council's Recruitment and Selection Code is planned for 2008 as part of the Resources Business Plan and further development opportunities will be offered once the Code has been revised.

8.4 (1) Apprenticeships

The Council is committed to the Local Area Agreement the Council and accordingly is looking to provide two apprenticeship opportunities during 2008.

8.4 (2) Student Placements

The Council has previously offered placements to students to build the capacity of the Council during vacation periods but to also promote employment opportunities within the Council and the wider public sector. This was successful on an informal basis during 2007. It is proposed to develop a formal policy, promote this activity and offer a number of placements during 2008.

8.4 (3) Graduate Placements

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.

8.4 (4) LACES

The Council has agreed a Policy which offers work experience placements to Lancashire's "Looked After Children". During 2007, one placement was offered in the Human Resources Team a second placement was offered to in Human Resources and Democratic Services. The Council will continue to work with the Children's Society to identify placements as required.

8.4 (5) Workforce Planning

The Council undertook a qualification audit in 2006. It is proposed to conduct a further qualification audit and skills audit during 2008. In addition a workforce planning project will be undertaken during 2008 which will focus on the age and gender profile of regulatory service staff across Lancashire and the development of an action plan to address the findings of that review.

8.4 (6) Promotion of the Council as an Employer

During 2007, the Council participated in a Jobs fair aimed at promoting employment opportunities within the public sector to the ethnic communities in Rossendale. It is proposed that during 2008, the Council will attend local schools to promote employment opportunities with the Council and the public sector.

9. Budget Allocation 2008/2009

	Budget Allocated
Member Development	£8,500
Organisational Development Activities	£72,750
TOTAL	£81,250

10. Evaluation

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

- The number of employees who have a personal development plan.
- The groups of employees who access and attend formal training courses per the five Equality Strands.

This information is reported to the Overview and Scrutiny Committee. During 2008, the Council will introduce 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.

During 2006/2007 the pre/post course materials was updated to ensure that course attendees and their managers were clear about objectives and outcomes of learning and development activities. During 2007/2008 we will be asking training providers to be much more proactive in their post course evaluations and will be looking at more measurable outcomes.

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.

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:

Please return the completed form to Jane Dunston, HR Advisor, People & OD, Futures Park, Bacup

The Building Blocks to deliver Organisational Improvement

