
Organisational Development Directorate

Service Plan 2011-12



Contents

	Page Number
Our Vision	3
Our Service	4
Where we are now	4-6
How does the service meet user expectations	6-8
Where do we want to be	8-9
How will we get there – Area of Focus/Key Initiatives	10-11
Risks	12-13
Financial Pressures	14-15
Efficiency Targets	15
 <u>Appendices</u>	
Appendix 1 – Benchmarking	17-19
Appendix 2 – Structure Diagram & Staff Profile	20-21
Appendix 3 – Financial Outturn 2010/11	22
Appendix 4 – SWOT & PESTLE	23

Our Vision

OUR VISION

'is to ensure the Council has the capacity, skills, systems and ways of working that teams across the council need to be able to provide the best possible service, and to encourage and achieve continuous improvement, organisational change and value for money in every respect.'

Our directorate consists of 2 main areas; People Management and Improvement and we recognise that the services we provide support the whole of the Council to deliver top class services and achieve their ambitions.

The purpose of our plan is to provide clear direction for the development of the organisation going forward over the next three years. The Plan complements the vision and ambitions of the council as a whole, and we have identified 3 key objectives, all designed to address issues arising from the identified internal and external influences.

The Plan will also serve as the basis for ongoing review and measurement of our achievements, and will be reviewed and kept live so that we can ensure our strategies are up to date and robust.

Our vision seeks to:

Use Information, Business Improvement and Technology to drive efficiencies and service improvement across the organisation

Have the right people working in modern & efficient ways

Provide VFM in all activities

Our Service

Organisational Development was established 12 months ago following the Heads of Service restructure; we provide some of the key infrastructure the County Council needs to be able to achieve its priorities and to operate efficiently and effectively. We are also responsible for driving service improvement across the Council and the wider public sector in Cumbria. Our services include HR and Payroll Services, Information and Records Management, Strategic and Commercial Procurement, Business Improvement and Commercial Contract Management.

Our Services are lead by a Directorate Management Team consisting of Jim Savege corporate director, Alan Ratcliffe Assistant Directors and Jamie Sims Assistant Director.

Improvement: Led by Alan Ratcliffe the Assistant Director Improvement:

The individual services which comprise Improvement collectively and individually work to identify and deliver sustainable service improvements and cashable efficiency savings across the County Council. Our role is to challenge and eradicate waste, deliver better services and directly contribute to the efficiency and effectiveness of the Council. We do this by utilising our collective skills and capacity and by working with a range of partners and stakeholders to provide continuous improvement.

People Management: Led by Jamie Sims the Assistant Director People Management:

People management comprises Corporate HR, Learning and Development, Directorate HR support and payroll and recruitment services. We provide support services to directorates in relation to HR policy development, recruitment and payroll services, and individual HR services to directorate teams and individuals.

Our Staff

To deliver our services, the directorate employs in the region of 150 staff, who are currently spread over 3 main site; Dalston, The Courts and Parkhouse, with additional HR staff based within the directorates they support. 2011/12 will see a move of staff in line with the 'better places for work' project, and we will seek to maximise synergies within our service.

We have a high proportion of professionally qualified staff in all areas of the directorate to ensure we provide expert advice and services to our customers.

A profile of our staff is shown in appendix 2 along with the directorate's structure diagram.

Where are we now?

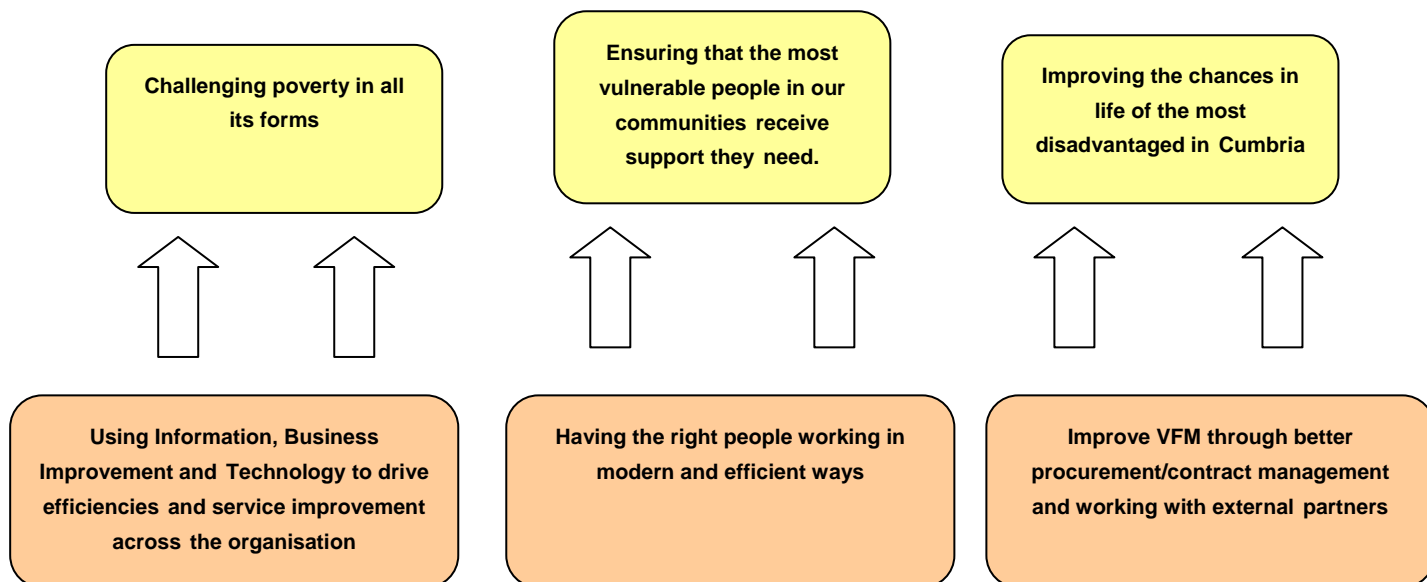
The Council plan sets out its strategy for reform focusing on 3 main priorities:

- **Challenging poverty in all its forms;**
- **Ensuring that the most vulnerable people in our communities receive the support they need; and,**
- **Improving the chances in life of the most disadvantaged in Cumbria**

All of this is supported by the underpinning aim that, as a Council, we will be as effective and efficient as possible. The directorate has achieved some exceptional outcomes over the last 12 months, and there has been significant work carried out across the council and the directorate to ensure that we are in good order to meet future challenges with service delivery in reducing resources.

Organisational Development will have a major part to play in the reform of the council and we will be underpinning the Councils key Priorities by:

Underpinning the Council priorities



The directorate has already made progress in these areas of work, and work will continue over the coming year(s). A summary of this progress is set out in table 1 below:

Table 1.

Focus	Where are we now
<p>Using Information, Business Improvement and Technology to drive efficiencies and service improvement across the organisation</p>	<ul style="list-style-type: none"> • A new IT Strategy Developed and approved through Cabinet in October 2010. • Procurement of new ICT contract underway. • Continuing to support the Better Programmes of work and process reengineering across the Council. • Information Strategy being developed for implementation
<p>Having the right people working in modern and efficient ways</p>	<ul style="list-style-type: none"> • Workforce Plan linked to Council Plan outcomes with management development and skills training packages is in place. • Work Start partnership formed offering placements for the unemployed, those on incapacity benefit & lone parents. • Majority of equal pay claims settled and modern terms and conditions package negotiated. • Investors in People Silver award, GO award and Skills award at distinction level, IDEa national excellence award, & re-accreditation for member development charter.

Focus	Where are we now
<p>Improve VFM through better procurement/contract management and working with external partners</p>	<ul style="list-style-type: none"> • Commitment and appetite for shared services. • New arrangements for commercial strategic partners. • New contracts with new approaches to contracting will be implemented for key high spend goods or services. • A green paper for the centralisation of procurement and contract management is being developed. • The development of EPiC (Effective Procurement in Cumbria) group is providing more opportunities for joint working and aggregation of purchases. • A restructure within Corporate Procurement is completed which will offer the best possible focus on the key procurement issues for CCC.

How does the service meet user expectations?

We have various means of establishing how we are performing, providing value for money, and what our customers expect and need from us. This includes benchmarking our services against other public sector organisations, measuring our performance throughout the year, and liaising with both staff, customers, members and unions. To this extent we are well placed to meet the challenge of sector-led improvement.

We will continue to use existing methods of establishing how we are delivering our services and how we perform against other public sector organisations, along with undertaking more structured internal surveys and engagement with our customers. This will be developed during 2011/12, and will inform the decision making within the directorate through continuous evaluation of our priorities.

Council Staff & Internal Customers

Organisational Development staff have a large amount of day to day interaction with our service users, who are predominantly internal customers from other parts of the council, along with a wide range of colleagues in both District Councils and Parish Councils, Health and the Police, and other public sector organisations.

We know from feedback from staff in 1:1 scenarios, small group environment, monthly staff forums, staff away day, and service specific surveys such as SocITM (Society of IT Managers) that the services we provide are important to the smooth running and fundamental functioning of the Council. The way we provide or procure services has an impact on the efficient and effective way staff on the front line are able to function and ultimately impact on the provision of services to the public.

For example:

The flexibility of ICT provision across the council has a huge impact on the ability of staff to be more externally mobile, and provide as much face to face contact with service users as possible rather than being restricted to working in an office environment.

Giving managers the ability to reduce their administrative burden through online services, saving time that can be re-directed to service provision.

Through providing a professional procurement/ contract management service that can find the best solutions for the council and provide VFM, saving the council money.

Benchmarking

Benchmarking has also been used to support service planning activities, and identify areas for improvement, a summary of the benchmarking data can be found in Appendix 1, and our headline benchmarking concludes:

- **Procurement** – Extremely low cost/high performing service. Compared to a number of CIFA benchmarking criteria, Strategic Procurement are generally performing well above the national average.
- **Information** – Low % spend on ICT compared to the Org running costs, ICT service improvements continue with satisfaction and productivity levels increasing. Low staff base able to access the network remotely. High cost of records storage due to traditional paper based information management systems.
- **Improvement** - Newly developed team - mid-sized team relative to benchmarks. At the heart of all of the major efficiency programmes, using a range of techniques – systems thinking, business improvement etc
- **Human Resources** – Low cost per employee for HR Services. High performing - Distinctions for Go Awards, IdeA national Excellence Awards plus IIP Silver Award

Key Achievements

Last years Council Plan set out objectives to meet the Councils priorities and outcomes. Our key achievements are shown below:

Improvement

- We have successfully managed the transition from Capita which saw shared service arrangements for the provision of occupation health and pension's services and the transfer of Capita staff back to the council 31/1/11 for the provision of Highways, Property and transactional services. These new arrangements will improve service delivery and generate significant efficiency savings.
- We have re-engineered a range of our services through strengthening of our BI team and have provided support and expertise across the council on a number of programmes of work including the 'BETTER' programmes. Such programmes transform service delivery and remove waste from underlying business processes. We have also been included as part of the prestigious national Munro review.
- We have helped the council reduce its carbon emissions and have provided flexibility to employees through the provision of video conferencing facilities, the deployment of MFD's (multi functional devices), and the installation of wireless networks.
- Procurement activity has also reduced our carbon footprint with new contracting arrangements for a range of goods and services requiring suppliers to work with us to reduce our emissions.
- Procurement implemented and participated on several new framework contracts, thereby enabling the council to be more flexible in its spending, whilst continuing to deliver VFM services.

- We have developed and adoption of a new ICT Strategy which focuses on improved access, service and staff mobility, use of technology and an improved ICT infrastructure.
- We have been selected as one of 4 national pilots on super-fast broadband and are the first to start the procurement process.

People Management

- Promoting Health Safety & Wellbeing for our employees, the directorate has lead on the provision of a new provider for its employee Occupational Health Contract effective from Feb 2011.
- We have settled the majority of historical equal pay claims.
- We have made significant progress on Single Status with negotiations concluded and the implementation of a modern pay and grading structure is underway
- We have achieved 6 national awards – Go Awards, Skills Award, IDEA Award, Members Development Charter, IIP and IIP Wellbeing
- We have rationalised our payrolls from 13 to 2, this has ensured that the council is working in more efficient ways, saving money and providing all our staff with the same method of being paid as well as receiving a better service.
- We have combined the ALS Learning & Development team into the central L&D team to save money and ensure efficient procurement of training.

Where do we need to be?

The challenges facing the Council mean that there is increasing pressure on all directorates to be efficient and effective, to save money and to look for more innovative ways to work. Year on year we will be faced with making more savings and providing the best possible services with reduced resources.

We have undertaken a SWOT and PESTLE analysis (appendix 4) which identifies that we need to exploit our strengths and opportunities by using the expertise and adaptability of our staff to ensure that we provide the council with value for money through; supporting directorates to implement new structures; developing partners and shared services opportunities for innovative ways of working and ensure we make best use of the technology available to us.

We also need to ensure that we have the right staff within the council with the skills and attitudes to drive the organisation forward and meet the challenges we face head on.

The directorate will focus on using the expertise within the directorate to deliver improvements in our services in a changing organisation. We will strive to overcome the directorate weaknesses through clear leadership and consistent planned approaches to service development and delivery.

We have developed our key areas of focus in line with the Councils priorities and have a number of key initiatives which will enable us to deliver against the Council Plan. These are shown in table 2 below.

How will we get there?

Table 2

We will focus on a number of key initiatives to ensure the directorate is able to successfully contribute to the delivery of the aspirations of the Council Plan:

Focus on Area	Key initiative	Outcome (s)	Measure(s)	Risks Ref
Using Information, Business Improvement and technology to drive efficiencies and service improvement across the council	1. Implementation of the Customer Services Strategy	Putting the customer at the heart of everything we do, through supporting service improvements and decision making and improving access to Council services.	<ul style="list-style-type: none"> Approval of the strategy September 2011 Progress reported through CMT Programme Board Delivery of the 'better' reviews as reported through CMT programme board 	25
	2. Re-Provision of ICT provider	New supplier in place on 01/04/12 with service continuity and delivery of organisational needs as expressed in our "contracting principles" including efficiency savings, potential for collaboration and service improvements	<ul style="list-style-type: none"> % efficiency savings Balanced scorecard agreed Identified baselines for areas of improvement 	2, 7 Also see risk log in Programme Plan.
	3. Delivery of the ICT Strategy	Provision of infrastructure, equipment and systems to support key principles of access, mobility and information. The organisation will have a range of separate but integrated projects in place to ensure the council has the technology to drive forward improvement through core business processes and modern up to date systems. E.g. E5, IHMS, HR Self Service. (3 year strategy)	<ul style="list-style-type: none"> Project milestones reported via ICT Strategy Board Progress reported through CMT Programme Board 	8, 9
	4. Accessible Cumbria – Broadband UK	Successful delivery of super fast broadband strategy for Cumbria to deliver three phased key outcomes: digital inclusion, economic growth and public sector efficiencies.	<ul style="list-style-type: none"> Achievement of milestones as per Programme Plan Effective procurement of a partner Securing of funding 	3 Also see risk log in Programme Plan.
	5. Develop, facilitate and deliver Improvement programmes across the council	Improving services and providing better value for money for the council and the people of Cumbria.	<ul style="list-style-type: none"> Individual project milestones Progress reported through CMT Programme Board 	10,11,12
Improving VFM through better procurement and contract management and closer working with external partners	6. Improving the efficiency and effectiveness of Procurement and contract management	Deliver increased capability and capacity across the authority in procurement and contract management processes.	<ul style="list-style-type: none"> Review of core business processes – milestones Delivery of Action Plan following business improvement report Deliver of improvements to e-proc Delivery of efficiency savings 	13, 14, 15, 16

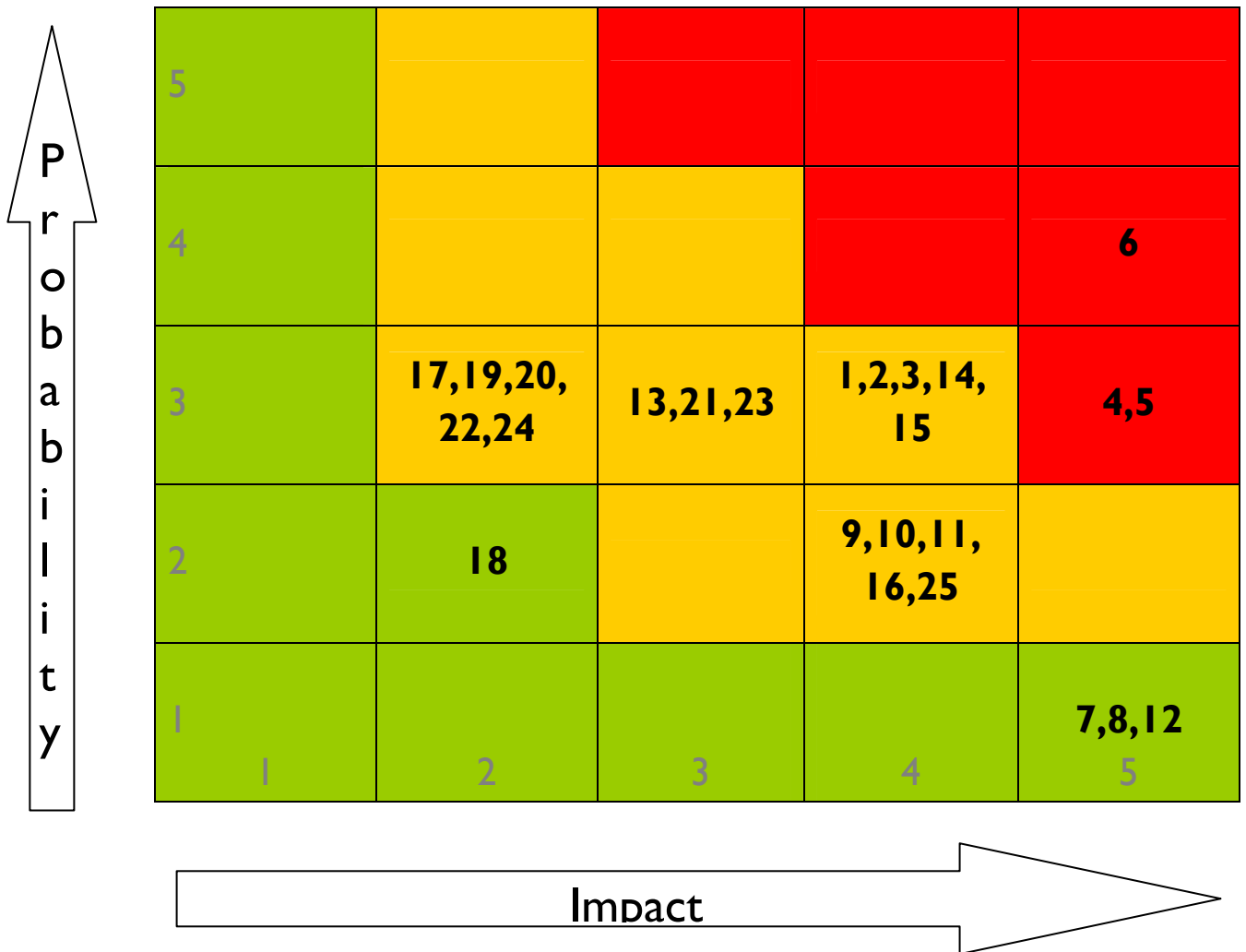
	7. Development of alternative service delivery opportunities through closer working with, partners, SME's and the 3 rd Sector	Investigate and scope and deliver shared services opportunities with partner agencies providing better service quality and financial savings	<ul style="list-style-type: none"> • Number of services being delivered through collaborative arrangements • Delivery of the Cumbrian Improvement Programme • HR services to schools efficiencies and other partner organisation efficiencies 	1
Having the Right People working in modern and efficient ways	8. Effectively support organisational change and development	<p>Revised key HR policies to ensure readiness for change</p> <p>Directorates have the right skills and capabilities to deliver services, within the scope and standards required</p>	<ul style="list-style-type: none"> • Effective delivery of the Workforce Plan • HR Metrics (as identified in Council Scorecard) 	7,17,18
	9. Developing the skills of the workforce and supporting employment opportunities across the county	<p>The Council has a diverse workforce to reflect community it services</p> <p>Greater utilisation of career pathways to provide progression in and across the organisation</p>	<ul style="list-style-type: none"> • Introduction of an approach to talent management and succession planning. • Success rates for employment schemes including apprenticeships • Set up positive action schemes to recruit and retain more young people and disabled people working in partnership 	19,20
	10. Implementation of Single Status and settlement of Equal Pay Claims	Better equality for staff with regards to pay and terms & conditions, with Single Status policies and HR processes implemented across the council and being used effectively	<ul style="list-style-type: none"> • Remain within estimated financial envelope • New Pay, grading and T&C effectively implemented on time 30th Sept 2011 • Action plan in place for dealing with any outstanding Equal Pay claims • Risk rating of the programme reduces 	4,5,21,22
	11. Implementation of further Self Service Initiatives	To help managers work more effectively through more efficient systems and achievement of organisational savings	<ul style="list-style-type: none"> • Efficiencies achieved • Accuracy of data • Level of utilisation of the systems • Level of remote access available 	23,24

Risks associated with non delivery of the directorate plan

Number	Description	Probability	Impact	Score
CORPORATE RISKS				
OD1	Due to the need for the Public sector to be more efficient and effective, a number of shared services opportunities are being explored, there is however a risk that these opportunities do not generate the savings anticipated resulting in financial liability to the council	3	4	12
OD2	Reprovision of ICT Services not effectively procured in line with agreed contracting principles resulting in failure to deliver savings and service improvements	3	4	12
OD3	The delivery of Accessible Cumbria, including procurement arrangements, fails to secure the desired outcomes for Cumbria resulting in reputational and increased financial risk	3	4	12
OD4	The new Single Status pay arrangements are not effectively implemented for staff in scope by the target date of September 2011 resulting in further equal pay claims and industrial challenge.	3	5	15
OD5	Equal Pay claims remain outstanding against the Council, and further claims are lodged	3	5	15
OD6	Due to the scale of modernisation and reform across the Council, this introduces significant industrial relation and employee relation risks and may result in a higher potential for trade disputes, individual challenge, and/or employee engagement and service productivity impacts	4	4	16
ADDITIONAL SERVICE AREA RISKS - ICT				
OD7	Discontinuity of ICT service through failure to re-procure new contract	1	5	5
OD9	Failure to deliver systems upgrades through the ICT Strategy, resulting in unsupported systems and projects not integrated compromising the overall architecture of the councils systems.	1	5	5
OD10	Failure to achieve the Return on Investment anticipated through the ICT strategy	2	4	8
ADDITIONAL SERVICE AREA RISKS – BUSINESS IMPROVEMENT				
OD10	Lack of organisational capacity in BI techniques	2	4	8
OD11	Expected efficiencies not realised	2	4	8
OD12	New ways of working not explored/investigated	1	5	5
ADDITIONAL SERVICE AREA RISKS – PROCUREMENT				
OD13	Implementation of e-proc report recommendation (effectively and efficiently)	3	3	9
OD14	The inability to generate sufficient income to support the running of the service.	3	4	12
OD15	Capacity of Procurement team verses corporate needs/timescales	3	4	12
OD16	None Centralisation of procurement commissioning	2	4	8

ADDITIONAL SERVICE AREA RISKS – HUMAN RESOURCES

OD17	Insufficient capacity and skills within the workforce	3	2	6
OD18	Policies and procedures not fit for purpose	2	2	4
OD19	Lack of representation within the workforce profile	3	2	6
OD20	Insufficient talent management and succession planning resulting in having to find appropriate skills outside the council	3	2	6
OD21	Deterioration of staff morale due to new pay & grade structure	3	3	9
OD22	Revised policies not implemented and understood sufficiently by managers	3	2	6
OD23	Data inaccuracy related to self service?	3	3	9
OD24	Managers ability to motivate staff to use self service	3	2	6
OTHER RISKS				
OD25	Failure of the Customer Services Strategy to realise efficiencies	2	4	8



Financial Pressures

2010/11

The directorate has responsibility for a gross budget in the region of £26 million Appendix 3 shows a summary the Income & Expenditure analysis for 2010-11.

During 2010/11, the Organisation Development budget overspent by £0.400m (2.9% of the directorates net budget). The primary reason for this was due to contractual and structural factors within the ICT partnership. This has been proactively managed throughout the year to achieve the best possible outcome. The procurement of a new ICT contract will ensure that the organisation has clear contract and governance arrangements in place for future years.

Corporate Procurement unit is currently funded through a hybrid budget of base funding and income through various contract rebates. This can cause pressure throughout the year if there is a change in council policy that results in reduced spend on certain items such as agency staff or accommodation. Work has started in 2011/12 to make the complexities associated with the base funding and contract rebates more transparent, which in turn, will make any future corporate review of costing and running of the service easier to manage.

The directorate had a budget pressure associated with staffing budgets. This was managed throughout 2010/11 by the directorate not recruiting to vacant posts, followed by the Council wide recruitment freeze. The directorate is committed to ensuring that along with achieving the efficiency savings already identified as part of the strategic planning process, but also ensuring our structures reflect the available base budget.

2011/12

Following the governments comprehensive spending review (CSR), the council is faced with making savings in the region of £44m in year one (2011-12) followed by even more savings over the next 3 years. As a result the Council are going through significant change and reviewing how we work, and where the savings can come from.

The directorates' budget for the coming year has been reduced following identification of directorate led savings. We have committed to make savings over the next 3 years of £2.308m (some of which is cross cutting). The proposals to save money and contribute to the overall saving of the council, these are show in table 3 below.

The directorate will also be responsible for £1.5m corporate pot to spend on ICT upgrades.

Table 3.

ORGANISATIONAL DEVELOPMENT DIRECTORATE						
Title	OD or Cross Cutting	OD Staff implications	£000's	£000's	£000's	£000's
			11/12	12/13	13/14	14/15
Schools HR Service Provision - Income Generation	OD	0	(50)	(175)	(175)	(175)
Review of OD staff structure	OD	5	(158)	(158)	(158)	(158)
Corporate Management of Learning & Development Spend	OD	5	(200)	(440)	(440)	(440)
HR Service Centre Efficiency	OD & Cross Cutting	3	(160)	(290)	(290)	(290)
Procurement Service Re-configuration	OD	4	(125)	(125)	(125)	(125)
Commercial Partnerships	Cross Cutting	0	(1,000)	(1,000)	(1,000)	(1,000)
Centralisation of Procurement and Major Contract Management	Cross Cutting	3	(120)	(120)	(120)	(120)
Total		20	(1,813)	(2,308)	(2,308)	(2,308)

The savings will be made through a mixture of re-structures, generation of income through HR service provision and opportunities to collaborate with partner agencies, better procurement and providing value for money.

Achievement of the efficiency proposals will be monitored over the 3 year period and reported quarterly through the Directorate Management Team and Corporate Management Team.

APPENDICES

Appendix 1

BENCHMARKING

The work of the Organisational Directorate spans local authority and commercial sectors. Our benchmarking of services is drawn from sources that reflect that diversity. This information provides us with a clear indication of how we are performing both in terms of cost and performance and highlights areas that need to be strengthened, in addition to enabling us to look to and learn from best practice.

Directorate benchmark annually using information from many sources such as:

- For Information
 - Society Of IT Managers – SocITM
 - CIPFA
- For HR and Payroll
 - CIPFA, IRS, PWC benchmarking club

Below is a summary of the main benchmarking undertaken during 2010/11, and a summary of what the data is showing:

People Management			
Measure		Market Performance / Improvement	CCC Performance
Human Resources			
Core HR Staff Cost / Employee (Exc Schools) - CIPFA 2011		£284	£175
Cost per HR Staff (Exc Schools) – CIPFA 2011		£30	£25
Employees/HR Staff (exc Schools) – CIPFA 2011		119	145
Number of fully qualified CIPD – CIPFA VFM (2010)		34%	16%
Payroll & Recruitment Services (HR Service Centre)			
Payroll right first time	2009	99.50%	99.44%
Net cost per payslip (source CIPFA)			
2008/09		£2.19	£1.41
2009/10		£2.37	£2.97
2010/11		£1.93	£2.32
Cost Per Employee	2010/11	£19.71	£22.44

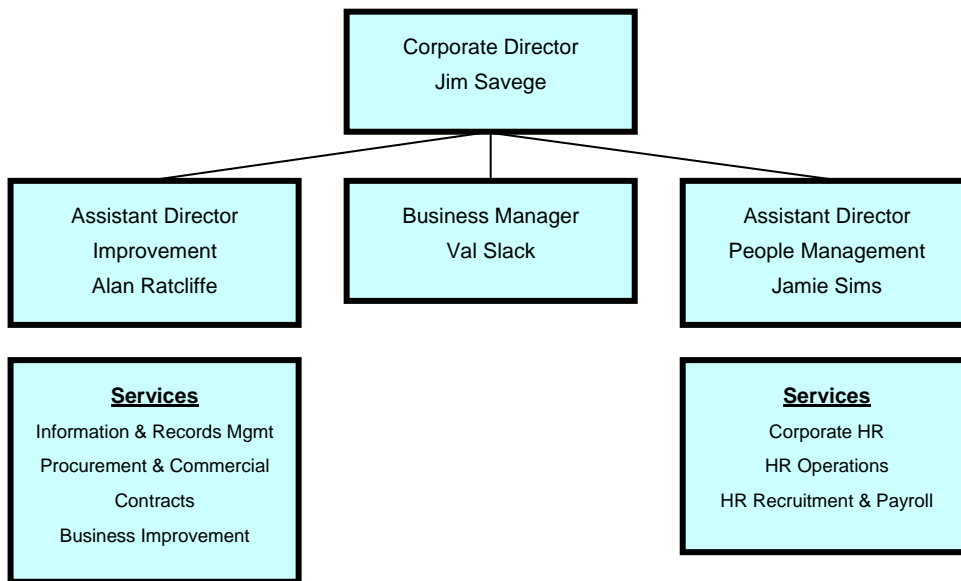
ICT				
Measure	Average performance	County Performance	Quartile	Source
Annual cost of day to day service	£6.5m	£5.3m	Upper	SoCITM
Annual investment in IT	£5.5m	£2.2m	Lower	SoCITM
Percentage of calls resolved within agreed timescale	87.75%	90%	Upper	SoCITM
Connection to voice network - support cost per connection	£75.49	£75	Mid	SoCITM
Connection cost to data network - Support cost per connection	£168	£75	Upper	SoCITM
Workstations equipment cost PC's	£526	£650	Upper	SoCITM
Support cost per workstation	£170	£1245	Lower	SoCITM
User Satisfaction – Overall opinion of quality of service offered by the IT unit	5.10	4.85	Mid	SoCITM
User Satisfaction – How has the quality of service from the IT unit changed over the last year	4.47	4.66	Upper	SoCITM
Total Number of Computers	4500	6440	Lower	SoCITM
Spend as % of Org Running cost (Cipfa)	2.7%	1.4%	Lower	CIPFA
Staff able to access networks remotely	34.9%	6.7%	Lower	CIPFA
Usage of e-enabled transactions	70%	3%	Lower	CIPFA
<p>Overall spend is a low % of organisation running costs (1.4 % c.f. 2.7% average). Take this in conjunction with the high annual cost of day to day service and it shows that we spend more because we are outsourced and invest less overall. Result is the user satisfaction survey that shows there is overall satisfaction with the service, but poor levels of satisfaction with the value add client relationship and training.</p>				

Benchmarking – Procurement

Measure	Average Perform	County Perform	Quartile		Source/Description
Annual cost of service as % of organisation running cost	0.23%	0.07%	Lower	Lower	CIPFA
Cost of procurement function as a % of spend	0.63%	0.18%	Lower	Lower	CIPFA
Spend through pre-established contract arrangements as a % of third-party spend	68.3%	80.1%	Upper	Upper	CIPFA Provides an indication of the level of influence and control exerted by procurement professionals. An efficient organisation that buys specific goods or services regularly should establish pre agreements so that terms are clear, risks are mitigated and a degree of leverage will be applied.
Percentage of total non-pay spend channelled through collaborative arrangements with other buying organisations	22.6%	8.1%	Median	Upper	CIPFA The Government's Efficiency review encourages Government bodies to work collaboratively and deliver on joint procurement projects to deliver greater efficiencies.
The percentage of total third-party spend that is sourced electronically	25.4%	28.8%	Upper	Upper	CIPFA This indicator examines the use of technology to support efficiency in the procurement of goods and services.
Number of the organisation's top 10 suppliers who have a formal partnership/framework agreement with the organisation	9	10	Upper	Upper	CIPFA This indicator examines the extent to which the organisation has formal agreements with its suppliers in order to manage their relationship with them and to better control its expenditure.
The percentage of third-party spend channelled through SMEs	35.9%	56.5%	Upper	Upper	CIPFA This indicator examines the effectiveness of the procurement function in relation to its corporate social responsibility objectives. In most circumstances, organisations should expect the percentage of spend with SMEs to increase.

Appendix 2 – OD Structure Diagram & Profile of Staff

Structure Diagram



Organisational Development Staff profile

Analysis of the separate data sets of OD staff is shown below by group (where available):

Age Band	Number of Employees	% in Group	ORGANISATIONAL DEVELOPMENT DATA			
				Of Which:	Of Which:	
Under 22	5	3.29%				
22 - 25	13	8.55%	45% of Workforce	57% = 0-5 yrs Service	Female	77%
26 - 30	20	13.16%		22% = 5-10 yrs Service	Male	23%
31 - 35	12	7.89%		21% = 10+ yrs Service	Unknown	0%
36 - 40	23	15.13%	51% of Workforce	37% = 0-5 yrs Service	Female	75%
41 - 45	15	9.87%		18% = 5-10 yrs Service	Male	25%
46 - 50	25	16.45%		41% = 10+ yrs Service	Unknown	0%
51 - 55	17	11.18%				
56 - 60	18	11.84%				Overall: 77% = Female 23% = Male
61 - 65	3	1.97%				
unknown	1	0.66%				
Grand Total	152	100.00%				

Gender	Length of Service			Grand Total
	0 to 5 years	5 to 10 years	10 years or more	
Female	57 48.31%	23 19.49%	38 32.20%	118 100.00%
Male	17 50.00%	6 17.65%	11 32.35%	34 100.00%
Grand Total	74 48.68%	29 19.08%	49 32.24%	152 100.00%

	Female	Male	Total
Full time	53.95%	21.71%	75.66%
Part Time	23.68%	0.66%	24.34%
Total	77.63%	22.37%	100.00%

Disability – 54% of OD workforce do not class themselves as having a disability, 3% class themselves as having a disability, and there is no data for the remaining 42%. Those classing themselves as having a disability are slightly more than the Councils % of 1.19%.

Ethnicity – 64% White - British, 32% no data, with the remaining 4% being made up other ethnic origins.

Religion – 25% Christian (of all denominations), 10% No Religion, 3% other, 62% no data / undeclared etc.

Sexual orientation – 39% heterosexual, 1.32% Gay / Lesbian or Bisexual, and 59% no data / undeclared.

Appendix 3 – Financial information

The directorate's year end report 2010/11 of net expenditure is shown below:

Service Area	Net Budget 2010/11 £000's	Outturn £000's	Variance
Business Management	355	283	-72
			-72
People Management			
Corporate Development	1375	1594	219
HR Operations	636	513	-123
HR Service Centre	1656	1473	-183
			-87
Improvement			
Corporate Information	953	776	-177
ICT Partnership	7186	8130	944
Records Management	101	108	7
Corporate Procurement	563	351	-212
Corporate Improvement	281	293	12
Partnerships	471	456	-15
			559
Capital Charges	100	100	0
			0
Total	13677	14077	400

Appendix 4 – SWOT & PESTLE

SWOT Analysis

<p>Strengths</p> <ol style="list-style-type: none"> 1. Experienced, professionally qualified staff 2. Flexible adaptable staff 3. Extensive experience in partnership working 4. Commercial contract management experience 5. Improving technologies in ICT 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Not strategic/visionary/scoping enough 2. Workload vs. Capacity 3. Organisational culture 4. Internal communication blockages 5. Retention of organisational knowledge
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Procurement of new ICT contract 2. Broadband opportunities 3. Changes through Better places for work initiative 4. Alternative delivery models – e.g. shared or outsourced services 5. Workforce development & training 6. Harmonisation of staff conditions through Single status 7. Use of BI expertise 8. Member engagement 	<p>Threats</p> <ol style="list-style-type: none"> 1. CSR and delivery of savings 2. Loss of staff/experience 3. Motivation of staff and morale 4. Pace of change 5. Low staff morale, as a result of Single status outcomes

PESTLE Analysis

<p>Political</p> <ol style="list-style-type: none"> 1. National Policy direction – localism vs. important services 2. Politics – new set of priorities 3. Changing shape of the organisation in light of CSR and policy agenda 4. Public perception of the service (in Council and nationally) 5. Relationship with District Councils 6. Funding threats 7. Cross authority engagement in the shared service agenda 	<p>Economic</p> <ol style="list-style-type: none"> 1. Comprehensive spending review and Efficiency savings 2. Economic climate – impact on demand for services 3. Organising vfm service contracts in Cumbria, whilst supporting local businesses 4. Increased unemployment/workless ness - widening rather than narrowing of poverty gap
<p>Social</p> <ol style="list-style-type: none"> 1. Developing and supporting job growth/sustainability in Cumbria 2. Flexibility/mobility of workforce 3. Increased demand for services, in particular adult services 4. Need for cultural change e.g. maximize technology 5. Need to balance tension between achievement of efficiency savings and delivery of social benefits 	<p>Technological</p> <ol style="list-style-type: none"> 1. Provision for learning through technology 2. New applications/networking systems/ways of working across public sector 3. Flexible workplace/space and people 4. Remote working/better ways of working 5. Build on e-proc system – e-invoicing, p card integration, roll-out to other authorities / schools etc 6. Broadband pilot
<p>Legal</p> <ol style="list-style-type: none"> 1. New commercial contracts/relationships 2. New public/public/private relationships (perhaps including third sector) 3. Legal services provided on a different basis than currently across Cumbria 4. EU Remedies Directive 5. Equalities Bill 	<p>Environmental</p> <ol style="list-style-type: none"> 1. Shape/style of contracts across Cumbria 2. structure/policies and vfm of local/national contractors 3. Green Act e.g. climate change, landfill legislation etc 4. Geography of Cumbria 5. Need for cultural change e.g. maximize technology 6. Implement and embed Sustainable Procurement Strategy