



Information for Candidates

Recruitment Specialist Consultant

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INTRODUCTION

Thank you for your interest in the position of Recruitment Specialist Consultant.

This pack includes some information about the position, including a Job Description and Person Specification, the Council - its core behaviours as described in Camden Moving On and the key corporate policies that underpin its activity and general information about employment conditions. You are advised to carefully read the section concerning the Council's Code of Conduct relating to recruitment.

The Person Specification details the qualifications, experience, skills, knowledge and abilities we are looking for, and will form the basis of our selection decisions. You are specifically asked to supply information against specified criteria in the Person Specification in support of your application.

THE POSITION

The role of Recruitment Specialist Consultant is a newly created position and you will be the first person to take up the role. It calls for a strategic approach to recruitment, selection and assessment so that the Council develops and operates best practice and cost effective approaches to selecting and developing people to be successful in their jobs. The role will also require operational support for the recruitment of Chief Officers.

The position offers a number of interesting challenges

- Taking an innovative approach to recruitment and selection methods and seeking the most suitable range of approaches for the Council.
- Developing and maintaining best practice approaches to recruitment and selection that are reliable, valid and cost effective.
- Ensuring the Council's recruitment and selection practices meet its policies, including those promoting a diverse workforce and tackling inequalities while also ensuring they remain lawful.

The single most important measure of your success in this role will be that recruitment and selection practice across the Council reaches a consistent standard of excellence and best practice for which Camden is recognised as an employer.

Job Description

Key Purpose

Act as the leading recruitment and assessment specialist for Camden; develop and maintain Camden's recruitment and assessment methods, ensuring they are cost effective in selecting and developing people to be successful in their jobs.

Staff Supervision

There will be no requirement to supervise staff directly but there will be a need to supervise external consultants on a job by job basis and Personnel staff from across the Council in project teams of around 6 people.

Reporting Line

Reports to Head of the Corporate Organisational Development and Improvement Unit

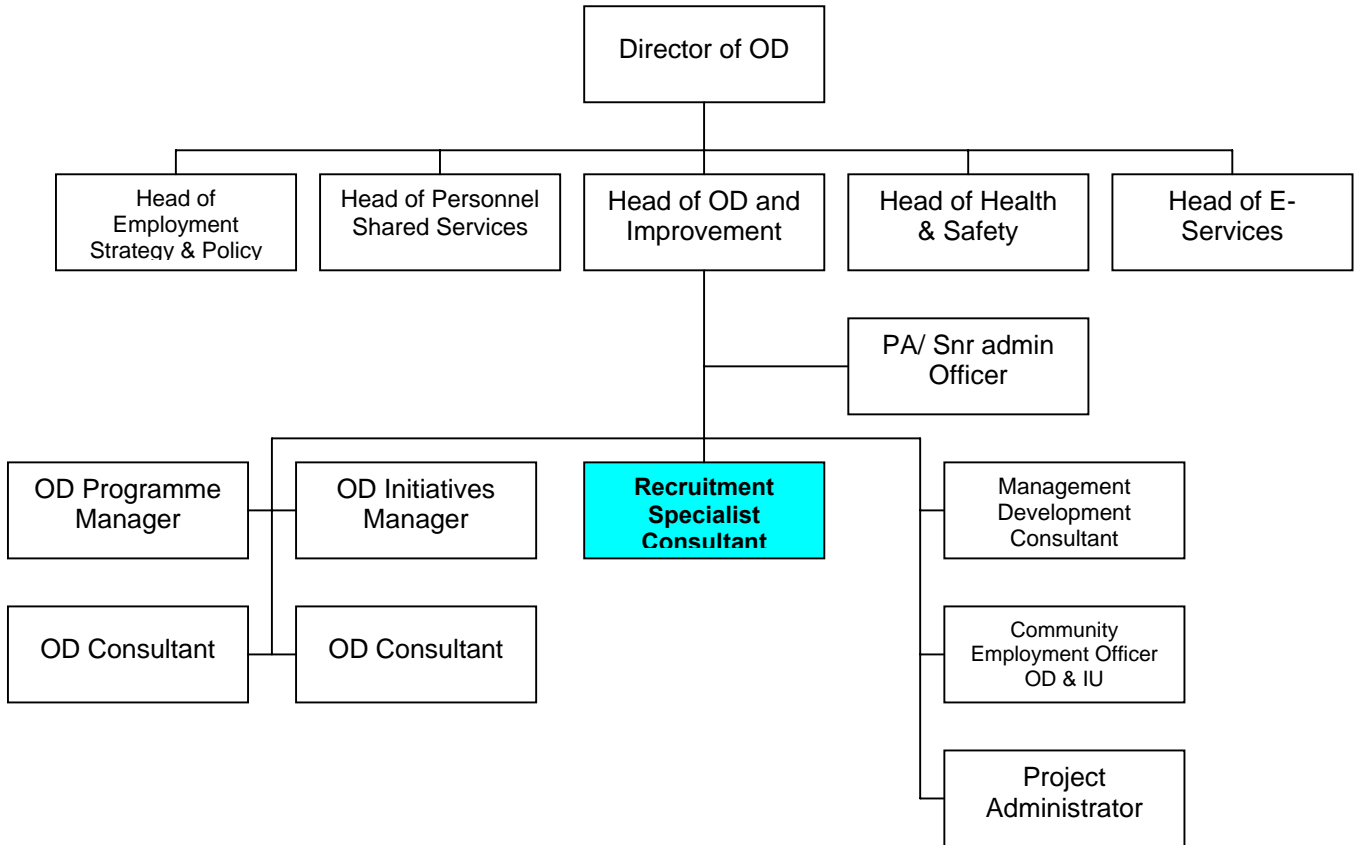
Duties and Responsibilities

1. Act as a source of innovation on recruitment and assessment, including researching leading recruitment and assessment practice elsewhere and evaluating the suitability of different approaches for Camden.
2. Develop a common, core approach to all candidate assessment, designed to ensure that all candidate investment decisions are made on the basis of sound evidence.
3. Develop suitable approaches to integrating the Camden's Ways of Working into candidate assessment.
4. Evaluate the effectiveness of various assessment methods so as to ensure that we are using reliable, valid and cost effective method.
5. Ensure that Camden's assessment methods and recruitment practice is not only lawful, but delivers a diverse workforce that is able to deliver our aim of tackling inequalities.
6. Advise on recruitment processes and procedures to ensure that they are up to date and position Camden as an employer of best recruitment practice, in a difficult recruitment market. This will include advising on projects to develop the Oracle HR IT system.
7. Provide an operational recruitment consultancy service in the recruitment of Chief Officers, working closely with the Director of Organisation Development and other Chief Officers.
8. Contribute to the development of consistent assessment processes for development purposes, e.g. managers as part of any management development work.
9. Develop and if required deliver guidance documentation, coaching and training on new assessment and recruitment methods.
10. Manage cross departmental project teams to deliver the other accountabilities, ensuring that team members are motivated and deliver the required actions.
11. Liaise with external advisers and consultants, including our recruitment advertising agency.

12. Ensure strong cross departmental working relationships are maintained and that the departmental Heads of HR have confidence and involvement in the direction of the work.

13. Contribute to other HR projects as required.

Structure Chart



Person Specification

Please note that only the Essential requirements that are marked “++” will be assessed in your application. These are, therefore, the items to which you should respond in your application.

Essential

- Chartered MCIPD or Chartered Occupational Psychologist or working towards these qualifications ++
- Degree level or equivalent education ++
- Operational recruitment experience ++
- Track record of achievements in the recruitment field ++
- In depth experience of developing effective selection and assessment methods ++
- Proven ability to evaluate the efficacy of selection and assessment methods ++
- Project management experience and capability – planful orientation ++
- Passionate about the strategic importance of recruitment ++
- Strong interpersonal and communication skills
- Analytical skills – happy working with numbers and facts
- Experience and personal orientation to diversity issues.

Desirable

- Occupational Psychology degree
- Experience or qualification in research and statistical analysis
- Registered BPS test user. Levels A + B
- Knowledge of evaluation techniques
- Experience of HR IT implementations
- Creative and innovative
- Good people manager.

The person appointed may be someone who has undertaken a Masters in Occupational Psychology or could be an HR professional who has a deep interest in recruitment and wants to take this forward by specialising in recruitment and assessment methods for the next few years. Sector background is not important, but a sympathy with the strong diversity culture in the public sector is essential. Ideally the person appointed will combine an analytical capability, including a high level of comfort with numbers and statistics with an ability to innovate.

All applicants will be expected to demonstrate IT skills or a willingness to attain these once employed by the Council.

CONDITIONS OF SERVICES AND STAFF FACILITIES

Salary

The salary range for this position is £36,996 - £39,414 per annum.

Grade

The position is graded at PO5.

Annual Leave

The annual leave entitlement for this position is 23 days.

We offer one day's extra leave at both Easter and Christmas and three day's leave during the year in lieu of May Day, Spring Bank Holiday and Late Summer Bank Holiday (pro rata for job share and part time posts). There is also additional leave entitlement for long service. Maternity, nominated carer, dependency and other leave are granted to staff that fulfil the necessary conditions to enable them to combine their career with their domestic obligations.

Working Hours

The basic (full time) working week is 35 hours. You will be required to work hours as reasonably necessary to undertake the duties and responsibilities of the post.

Job share applicants are welcome.

Payment of Salary

Payment is made on the fifteenth day of each month for the whole of that month by credit transaction into a bank or building society.

Pensions

As a contributor or potential contributor to the Council's pension scheme you have three choices.

- To remain on or join the Council's scheme;
- Choose to contribute to SERPS;
- Choose a Private Personal Pension Plan;

Season Ticket Loans

An interest free season ticket loan scheme is in operation for all members of staff who have completed their probationary period.

Welfare Services

Completely private and confidential counselling / advice on personal or work related problems is available within the Occupational Health Unit. No Council officer or elected Member can obtain personal information without your permission.

COMPLETING YOUR APPLICATION

To apply for the position please submit your CV or use the application form provided. If there is insufficient space in any section of the form you may continue on a separate sheet.

Please ensure you provide a response to each item of the person specification marked with a “++”. Any application that does not include this information will not be considered.

When returning your completed application, you should ensure that it has sufficient postage (one 1st Class stamp may not be sufficient) and it is returned to arrive by Friday 12th August 2005 (allowing at least 2 days for normal postal delivery), with the job title to our retained consultant: -

**Ian Matheson
People Work Best Ltd
9 Gunnery Terrace
Woolwich
London
SE18 6SW**

or e-mail your application to him at: -

ian@peopleworkbest.com

If you have any questions or wish to discuss any aspect of the position or the opportunities offered by working with Camden, please do not hesitate to contact Ian Matheson by e-mail or phone him on 0870 7551262.

All applications will be acknowledged and applicants will be notified whether they have been successful or not.

All offers of employment are subject to satisfactory references and medical clearance. All new entrants are subject to a probationary period of six months. This does not apply to current London Borough of Camden employees.

RECRUITMENT TIMETABLE

Closing date for applications	12th August 2005
People Work Best interviews	Week commencing 15th August 2005
Longlist interviews	5th September 2005
Shortlist assessment centre and interviews	13th September 2005

VALUING DIVERSITY

Quality and equality go hand in hand, and at the beginning of 1995 the Council launched a new comprehensive equal opportunities policy under the banner "Valuing Diversity".

The aim of "Valuing Diversity" is to move forward from anti-discrimination to the understanding that differences in the workforce can add value to the organisation. Diverse needs will be recognised and the diversity of the borough celebrated.

A common framework to ensure equality in service delivery is now being established, and in the workforce new career development and training schemes are being introduced.

Addressing the changing nature of the borough's population is also important. For example, while ethnic minority residents comprise 18 per cent of the population, overall 30 per cent of the under-five's population are from ethnic minorities. One of our tasks is to ensure that services are developed to meet shifting patterns of need.

EQUAL OPPORTUNITIES

Camden is an equal opportunities employer. The aim of the Council's Equal Opportunities in Employment Policy is to ensure that no job applicant is subject to discrimination. Equally, the Council is actively promoting equality of opportunity in service delivery. In doing so, the Council recognises that the composition of its workforce should, wherever possible and at all levels, reflect the community it serves.

EXTRACT FROM THE COUNCIL'S CODE OF CONDUCT RELATING TO RECRUITMENT

9 Recruitment

- 9.1 If you apply for a job, you should give us the following information that we will treat confidentially:
- If you are a friend, partner, associate relative, landlord or tenant of an elected councillor.
 - If you have a personal or business relationship of any type with someone who may choose you for a job, manage you or be managed by you.
 - Anything about your circumstances that may damage our reputation if people find out about it. For example, if you owe rent and you apply for a job that deals with rent recovery.
 - Any criminal charge or conviction, binding over or caution unless it is excluded by the Rehabilitation of Offenders Act 1978.
 - Any association which you, your friend, partner, associate or relative may have with any organisation which gives goods or services or which benefits financially from Camden Council if the job that you have applied for involves monitoring or dealing with that organisation in any way.
 - Evidence that you can work and stay in the UK if you are not a UK citizen. This does not include if you live in the European Union and European Economic Area.
- 9.2 If you are related to an applicant or have a personal or business relationship with them, you should not be involved in giving them a job, unless your manager gives you permission.
- 9.3 You must make sure that if you give anybody a job, it is because they have the ability to do the work and not for any other reason.
- 9.4 You should follow our policy and practice in any recruitment process so you cannot be accused of being biased.
- 9.5 Do not give job references to any employer without consulting your department's personnel unit. You can give a personal reference as long as it cannot be seen to be a reference from Camden Council.
- 9.6 You should behave in a non-political way in your work. In law, certain posts are 'politically restricted' which means you are not allowed to stand for election, hold office in a political party, canvass at any election or poll, or encourage support for a political party.
- 9.7 'Politically restricted' posts are chief officer posts and those of 'spinal column point 44' or above, posts where you give advice regularly to the council or speak on our behalf.

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- 9.8 If you are not sure if you are covered by this legislation, you should ask your manager or personnel unit.

11 Working with our money and property

- 11.1 You should not deliberately keep money that you owe to any council unless you are allowed to by law. If you have genuine problems with paying money to any council, you can speak to your line manager or departmental personnel officer in confidence. However, you don't have to do this if you don't want to. We have a confidential welfare and counselling service, called 'Compass', and you can also get help from the Citizens' Advice Bureau.
- 11.2 Sometimes, if you owe money to any council, you may not be able to carry on in your job. For example, it would not be acceptable if you are responsible for dealing with rent, Housing Benefit or Council Tax debts and you are in debt to us or any other council.

WORK LIFE BALANCE



We know that new technology is changing the way we work, bringing more flexible ways of working and more responsive customer focused services. Camden Work Life Balance is an important part of this new way of working.

It's a new initiative for Camden and we are keen to make it successful.

What is WLB and Modernising Camden?

Camden WLB is a set of flexible working schemes that can help you balance your home and work life more successfully. WLB is about doing your job in a more responsive way but having enough time for other important things in your life, such as your hobbies, leisure, family, studies, community and voluntary activities.

Modernising Camden is our strategy to deliver more responsive services, more flexibly to our local community using new technology.

The two go hand-in-hand.

The WLB scheme

This information summarises the WLB schemes, individually or as part of a team. The schemes are not entitlements and whatever arrangement you propose must be good for the service and be agreed by your manager.

Compressed working week - means that you can work the same number of hours but have a shorter working week.

Voluntary reduced work time ("V-Time") - means that you can reduce your weekly hours for a while, with an equivalent reduction in pay.

Homeworking - allows you to work from home occasionally or on a more regular, or permanent basis.

Annual hours - means you can keep the same number of hours you work each year, but spread them over fewer weeks. You can combine this with term-time only working.

Term - time only working - is working during school terms only and reducing your annual hours and pay.

Flexible working hours - means varying the flexible working hours scheme on a temporary basis to help you meet a personal commitment in your life.

Employment breaks - are breaks for up to two years [if you have been employed by Camden for at least six months].

Annual leave year - runs from the anniversary of your start date. This will help you plan your leave more flexibly and helps avoid a build of requests across our Council during February and March.

We've also introduced a new parental leave scheme in line with changes in the law and amended our adoption and dependency leave schemes.

CAMDEN, THE BOROUGH AND ITS RESOURCES

The London Borough of Camden is a borough of immense contrast and diversity. The business centres of Euston, Tottenham Court Road and New Oxford Street, the exclusive residential districts of Hampstead and Highgate, the youthful energy of Camden Town, the graceful squares of Bloomsbury, the inner-city areas of Kings Cross and Somers Town, and the great open spaces of Hampstead Heath, Parliament Hill and Kenwood all combine to make Camden a truly unique borough.

Equally diverse is Camden's culturally rich community. The resident population of 192,000 embraces all of the extremes of wealth and poverty, making Camden one of the few authorities in the country to appear both on indices of greatest wealth and greatest deprivation.

There is a growing proportion of the elderly and a decline in school rolls. The population is very mobile, and the demands of the Homeless Persons Act on Camden are exacting.

The Borough is varied in both topography and land use; it embraces substantial areas of historic London, with eighteen conservation areas and some 4,000 listed buildings. It splits into three main segments.

From Euston Road southwards, the Borough has a largely metropolitan function: Three railway termini, the British Museum, London University, the headquarters of a number of national institutions and societies, Gray's Inn and Lincoln's Inn, and three major hospitals are located in this area, into which a large working population commutes daily.

The central area of the Borough from Euston Road to Gospel Oak includes the shopping centres of Kentish Town and Camden Town, and the large open spaces of Regents Park and Primrose Hill. It is dominated by nineteenth century residential development. In the past twelve years, the Council's housing investment has been largely concentrated in this area.

The northern area of the Borough, which rises steeply south to north, contains the three major open spaces of Hampstead Heath, Parliament Hill and Kenwood. Much of the residential property in this area is in private ownership. It includes the local centres of Hampstead, Highgate, Swiss Cottage and Kilburn.

With strong commercial centres like the University of London and leading hospitals including Great Ormond Street and top tourist attractions. Kings Cross, the future gateway to Europe, will benefit from more than £200 million investment over the next seven years, transforming the area into a vibrant new quarter for London.

ABOUT THE COUNCIL

Residents in the borough's 18 wards elected 54 councillors for a four-year term. The last elections, in May 2002, returned 35 Labour councillors, 11 Conservatives and 8 Liberal Democrats.

The Council is led by an **Executive** made up of nine councillors and a leader.

Each councillor has a portfolio much like a Government Minister. Six of the councillors have portfolios based on our existing departments, and three have portfolios which cover cross-cutting issues.

Other components of the council's political management arrangements are:

The **Overview and Scrutiny Commission** which reviews policies and performance, makes proposals for change and monitors the Executive.

Full Council which agrees the Council's budget and important policies and strategies like the Best Value Performance Plan and the Community Strategy.

The **General Purposes Committee**, which reviews the constitution and oversees sub-committees dealing with planning and licensing applications, Council pensions, staff appeals and senior appointments.

A **Standards Committee**, ensuring high standards of conduct amongst councillors.

The Council employs approximately 6,700 staff, has 79 buildings open to the public, and a gross annual budget equivalent to some of the largest private sector companies in the country.

The services of the Council are delivered through six departments: Chief Executive's, Education, Environment, Housing, Leisure & Community Services and Social Services. The Directors of each department, together with the Chief Executive, Borough Solicitor, Controller of Financial Services and three Assistant Chief Executive's form the Management Team that gives, at officer level, strategic direction to the organisation and helps to share council policy.

Camden's Community Strategy

We want to reduce the gap between the richest and poorest parts of Camden. We want a place where people are involved in their communities, taking care of the environment for themselves and for future generations. Communities that thrive and grow, where people are healthier, the economy is strong and people benefit from excellent public services.

This summary tells you about our new Community Strategy. This is a joint project between Camden Council, the Police, the Health Service, Voluntary Action Camden, University College London and the Learning and Skills Council.

A place with stronger communities

We all want supportive communities that local people can feel part of and which have real power and influence to improve the quality of life in Camden. We know that parts of Camden do not measure up to this.

Here are some of our targets:

- 20% more affordable housing by 2006 (in and out of the borough)
- Every vulnerable older person in Camden to be visited at least once a year
- 60% fewer people sleeping rough by April 2002

A safer place

You have told us that you want us to reduce crime in Camden. Working with the police to reduce crime and make the streets safer for everyone is a key priority. This includes working to reduce the impact of drugs.

Here are some of our targets:

- Domestic burglaries down by 10% and robbery down by 15% by 2005
- Reduce the fear of crime by 10% by 2005 (this will be measured by surveys in 2002 and 2005)
- Arrest 10% more drug dealers in King 's Cross, Camden Town and Charing Cross Road by April 2002
- Reduce re-offending by 5% by 2004

A healthier place

There is more to health than doctors and hospitals. A good warm home, good local schools and a decent income are important too. We want to make Camden a healthier place for everyone, but to do this we must reduce the gap between the most and least healthy in the borough.

Here are some of our targets:

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- An appointment with a GP in 48 hours by 2004
 - Cancer deaths down by 10% in the under 75 's by 2005
 - By 2005, reduce the number of adults who smoke by 2%. This means helping 3,200 people to give up
 - Set up exercise classes across the borough to help people with heart problems get fit after leaving hospital

An economically successful place

There are 21,000 businesses in Camden and they play a big part in the capital's economy. We will build on this success to the benefit of local people. This means providing people with the skills they need to get work and making sure that people from all backgrounds are treated fairly. It means keeping up Camden's high standards in schools to prepare young people for work and help them be responsible citizens.

Here are some of our targets:

- Work to reduce unemployment in Camden to the average for London by 2005
- Give every unemployed person the chance to learn, train or work
- Provide basic IT training for 600 adults every year from 2002
- Six dedicated learning centres in libraries by 2003

An attractive and environmentally friendly place

We want Camden to be an attractive place to live, work and visit. There is a close link between the quality of the environment we live in and our quality of life.

Here are some of our targets:

- Camden streets more attractive by 2005
- Refurbish six parks by 2003
- Sites free from fly posting up from 60% to 90% by 2004
- Household waste recycled up to 20% in 2002 and 25% in 2004

A place with excellent services

We are determined to provide all of our services to the highest possible standard. We will introduce new technology so that you can access our services 24 hours a day via the Internet and other new media. We will also make sure you can talk directly to someone if you prefer.

Here are some of our targets:

- Make available on-line all our services that can be delivered electronically by 2005
- Enable people to register their address details once for all Camden Council departments by 2003

Find out more

This is only a summary. We know that there is a lot to do and that we have

a lot to learn. But we know that working together is the only way to build a better Camden for everyone.

You can get a copy of the full document by visiting our web site at www.camden.gov.uk/yourcouncil or writing to us at Room 323, London Borough of Camden, Freepost NW413, London WC1H 9JE.

ORGANISATION DEVELOPMENT DEPARTMENT

ANNUAL REPORT – JUNE 2005

1. Introduction

The purpose of this report is to look back on the main activities of the Organisation Development Department during 2004/5 and to look forward at the work planned for 2005/6. This report seeks to summarise these activities as well as associated issues and plans and the background to these.

2. Background

The Organisation Development Department was created in August 2004 when the Chief Executive's Department was disbanded. It was formed from the former Personnel Services Branch of the Chief Executive's Department, the Chief Executive's IT support unit and e-Services. As well as a pragmatic approach to the management of central support services, there were other reasons for bringing e-Services and HR together, in particular:

- both are concerned with organisational change, including the impact of change on people, so there are potential overlaps and benefits from working together more closely;
- Also both have lead roles and responsibilities which span across Camden and require the effective implementation of the 'dual reporting' approach which was introduced in 2004. This is a developing approach, working out in practice how this is best achieved, with each function learning from the other.

With this latter point in mind, when reporting on activities and plans, as well as reporting on the actions of the central Organisation Development Department we are also, to an extent, reporting on the wider HR and IT functions across Camden.

3. Purpose of Organisation Development

There is not one agreed definition of the term 'Organisation Development'. Commentators have developed various interpretations of it, but most are agreed that it is an approach that involves considering the capability and health of the wider organisation. The Employers Organisation's definition is offered as an example:

"A process of planned change and improvement to enable an organisation to respond to its changing service and business needs through the effective management of people structures, systems and culture".

In our context, organisational development is likely to be taking place throughout Camden, with leadership at a Member level and also from Chief Officers. There are also a number of support functions that contribute to organisation development and have particular roles to play (e.g. Communications and the Productivity and Innovation Team). From time to time there are also initiatives or projects which contribute to taking the organisation forward. The Organisation Development Department's role is to

ensure that the people and technology aspects of change both independently and in combination are contributing to organisational learning and improvement. This embraces 'hard' issues such as strategies, policies, structures, and systems, as well as the less easily defined ones of behaviours, attitudes, culture, and leadership style.

The Department's principle aims stem from this; they are:

- To ensure that Camden is a place to work that people want to join and stay, and where they can give their best.
- To improve access to services for residents through technology.
- To contribute to Camden's continuous improvement and efficiency, including through the use of technology.
- To underpin the above through first rate people management and technology management functions and services.

4. The Structure of the Department

e- Services

The Division is responsible for managing and providing, with external partners, the ICT infrastructure to Camden. It plays a lead role in delivering the e-government agenda and ICT strategy. There are four service teams which are responsible for:

- Establishing a corporate ICT framework of strategies and policies to support the Council's business needs and deliver the e-government agenda
- Providing programme, project and technical expertise to deliver and support the e-government agenda in Camden
- Developing and managing internal and external partnerships to deliver the Council's business objectives
- Developing and managing the corporate ICT infrastructure required to deliver the Council's services
- Developing and supporting the Council's primary access channels for the community
- Desktop support for Members
- Operational IT support for central departments.

HR

There are five teams which are responsible for:

- Employment Strategy and Policy: Activities include planning the development and delivery of the people management strategy; policy development and implementation; Trade union relationship management; advice and consultancy on employee relations; performance indicators- monitoring, reporting and trend analysis of people management information and benchmarking data: Senior management recruitment and support
- Organisational Improvement, Learning and Development; the role of this team includes: leading on learning and development approaches to ensure we are at Investors in People standard; management development; community employment schemes; from later in 2005 our

recruitment and assessment methods; individual performance management;

- Corporate Health and Safety: including developing corporate policies and procedures; ensuring effective corporate risk management in this area; management of the Occupational Health Contract.
- Shared Service Centre: The new service brings together personnel and payroll transactional and administrative activities and delivers them across the Council.
- Operational HR advice to all central departments.

When the Chief Executive's Department was established, there were some concerns expressed by some Members that it may lead to an increase in FTE. All the central departments continue to apply the principle of avoiding duplication and sharing support services. So, as the above describes, as well as its role in developing corporate strategies, policies and plans in respect of ICT and HR matters, the Organisation Development Department also provides Personnel, Training and IT support services to the other central departments. Within Organisation Development the staffing impact to date, of being formed as a department, has been to enable a reduction of one senior manager post.

5. Review of Main Activities in 2004/05

HR

Investors in People: Following an external assessment in 2003 it was clear that there were some gaps in Camden's performance against the IIP standards. During 2004 considerable work was undertaken across the Council to ensure that improvements were made. A further assessment was undertaken in January 2005 and the assessor was satisfied that much progress had been made. A final assessment will take place this July/ August.

Sickness Absence Management: This was a major focus for all HR teams. Regular reviews of progress were undertaken and close case management was introduced. Previously the Audit Commission had given a qualified status to our sickness absence BVPI. Amendments were made to the data gathering and the calculation, with the result that the qualification was removed in 2004, and also that the rate of absence increased. The result of the efforts to reduce absence has been that the sickness levels in the Council, excluding schools, reduced by an average of 0.5 days in 2004/5. However, schools sickness absence increased by an average of 2 days per person; this information has only recently become available and is still being investigated.

Recruitment and Retention: Departmental personnel teams monitored progress on "hard to fill" vacancies during the year, and, where needed, brought forward requests for the application of financial retention measures. These included retention payments for adult social workers and some staff in Planning. Social Services are developing further proposals currently to respond to the challenges in recruiting Children's Social Workers. Some trainee and career progression schemes were implemented during the year.

However, it became clear more emphasis was needed on non-financial measures and these will be a focus in 2005/6.

Disbanding of the Chief Executive's Department: This was a large reorganisation, with the staffing issues managed successfully by the Organisation Development Department.

Senior Recruitment: The department supported the recruitment of the Director of Social Services and attempts to recruit a Director of Education and Director of Finance. Chief Officer appointments are strategically important and require significant support, reflecting their importance.

Working with Trade Unions (non-Teaching): at a corporate level, an effective working relationship has been achieved between the main non teaching trade unions, particularly Unison and the new senior HR staff who have joined during the last 12 months or so. Our aim is to involve the trade unions earlier than had been the case previously in the formulation or consideration of proposals and so establish a basis for partnership working.

There were some disagreements. On the national stage, the trade unions balloted (successfully) for strike action in respect of pensions matters, including new pension regulations due for implementation on 1 April 2005, which had been the subject of consultation for 2 years. The national employers were reluctant to compromise because of the increasing costs of pensions in the future. In the event, the Deputy Prime Minister intervened and promised to revoke the 1 April 2005 regulations (still to be done) and to set up a review of pensions with closer involvement of the unions.

More locally, there was a disagreement over the application of the government's Code of Practice on the two-tier workforce. Unison was keen to see it applied strictly to the Parking Enforcement contracts. The management side took the view that the code has major weaknesses (particularly the fact it applies only to contractors' new starters) so will not achieve the improvements being sought by the unions. The Executive finally decided that an approach that improved the terms and conditions of all the contractors staff was preferred, even if that meant departing from the code in the case of the parking enforcement contract.

Employee Opinion Survey: the bi-annual whole staff survey was completed. Overall the feedback is very positive, with staff saying that Camden is a place to work that they are proud of. However, there were some pointers for improvements, such as the need to do better in tackling under performance.

Support Services Review: A major thrust of the findings was that Camden needed to do more to "join up" its support services and to improve how we work together. This would, it suggested, bring about more effective services and also enable us to achieve efficiencies. As part of this, we played a major contribution to the development of Camden's Ways of Working, which are four straightforward expressions of what we expect of staff (We work together; we focus on our 'customers'; we take responsibility; we find better ways of doing things). Also as part of this review 'dual reporting' was developed and agreed as a proposal. Finally the major themes were shared with senior and middle managers in three successful 'managers conferences' in November and January.

Research and Development: some work was undertaken “behind the scenes” to identify the major policy issues which needed to be addressed and to begin doing this.

- The 2004 National Pay Agreement stated that all authorities are expected to complete a review of pay and grading (including equal pay reviews) by the end of March 2007. Work was undertaken to understand the implications of this and it became clear that this will be a major focus of our work during the next 18 months.
- A new Chief Officer pay scheme was developed to respond to the actual recruitment challenges and retention risks.
- Work commenced to review our approach to managing misconduct and incapability which at the moment is achieved via the same procedure. This is seen as having significant disadvantages so work on replacing them began in 2004/ 5 and will be brought forward into 2005/6.

Managing Individual Performance: clarity of expectations for staff, a clear “line of sight” to broader objectives, regular review of progress, feedback and development, are all crucial elements of how we need to manage staff. Some of these were in need of greater focus and clarity; also we needed to increase the coverage of appraisals from its 2003/4 levels of around 70%. To achieve this, a “refresh” of the approach and the guidance was developed and issued. We see this as being a medium term challenge which will require continued focus and possibly further process improvements during 2005/6.

HR Improvement Programme

A significant focus during the year has been on improving the Personnel / HR function itself. The 2001 Best Value review had pointed to a number of weaknesses and a concern about the size and cost of the function. In 2004 the appointment of a new head of function provided an opportunity to assess the gaps and current issues and to start to address improvements.

- HR IT System: this had been approved by the Executive in late 2003 as a vital route to enabling other improvements. 2004 saw a significant implementation project with the new payroll elements “going live” in November 2004. Other developments were required over subsequent months, including costing reports and year end reporting to Inland Revenue standards. Further work will be done in 2005/6 to build on the achievements so far (e.g. improved management information).
- Vacancies: at the start of 2004 the three Heads of Service posts reporting to the Director were all vacant; although this limited the speed of progress in some areas, it enabled us to recruit externally two very experienced and talented individuals and a third highly capable person from inside the Council for the third post. These were filled in the late summer and their added value started to be felt by the end of 2004.
- Dual Reporting: this was achieved early in 2004 with the full co-operation and support from the departmental Heads of Personnel.
- Shared Administration: this project involved extracting the transactional administration (payroll and contract changes; appointments letters etc) from all departments and grouping them together on one site. This service was planned in 2004/5 and started on 13th June 2005. We envisage that

this will bring about improvements in the service as well as reduce the administration FTE from 54 to 39.

- Advertising Contract: This is a vital service in that it can play a very important contribution to the recruitment and retention challenges we face, particularly in respect of Camden's image as an employer. Our internal advertising service was market tested and the contract was awarded to Tribal Resourcing (to take effect from July of this year), with savings of £100k (10%) anticipated.
- Occupational Health Contract: work on re-tendering began in 2004/5 and the process is continuing.
- Learning and Development: A review of the learning and development function was undertaken, as part of the Support Services Review, and we identified that there were opportunities for improvement which will be taken forward in 2005/6. In particular, improving how we plan training and ensure it meets our needs will provide opportunities to ensure greater value for money.

Information and Communication Technology (ICT)

An excellent Council needs an excellent ICT function and Camden is moving in the right direction. The Council has made progress in taking forward the delivery of on line services, modernising elements of its core infrastructure and trailblazing new areas such as the DfES sponsored Identification, Referral and Tracking project and the procurement of a Customer Relationship Management system. There were also significant efficiency savings and a fall in PC pricing following the implementation of improved ICT procurement practices within the Council.

e-Services Improvement Programme

Cost reductions: 2004 saw the implementation of the £557K savings target which had been identified in the 2004/5 budget planning process: this was achieved through the termination of the mainframe outsourcing contract; the restructuring of the business support unit; the restructuring and transfer of the switchboard service to the Customer Service centre and the subsequent deletion of posts in these areas. We also identified and put plans in place to reduce e-Services expenditure by an additional £236K for the full year 2005/6. The most significant savings have resulted from the merger of the e-Services Desktop Support team with the Central Services IT Unit and the subsequent deletion of the senior management post (referred to earlier) and other posts within that team.

New working methods: e-Services adopted new ways of working including increased use of home working, high levels of electronic document filing; as a result we have reduced our accommodation needs and have a person to desk ratio of 5: 3.

Recruitment to Assistant Director: In March we appointed our new AD-Corporate ICT; although development of ICT did not stand still during 2004 with significant progress in some areas, this permanent appointment will enable us to develop a strong development plan for ICT.

Dual reporting: Prior to the appointment of the AD-Corporate ICT we began working with the Heads of Departmental ICT units (aka the Heads of IT) to jointly focus on our future ICT plans. Individual members of this group have worked with corporate responsibility on specific strands of the emerging strategy and this accountability has now been ratified by the introduction of dual reporting for the Heads of IT to their AD Resources and the AD-Corporate ICT.

Desktop Services Identification: The Support Services Review identified a need to reduce costs and improve service delivery in the support of desktop equipment by:

- Establishing corporate standard equipment and Common purchasing arrangements through the use of GCAT
- Improving first-line (help-desk) support
- Improving second-line support
- Reviewing the management arrangements to deliver the above

There has been a move towards standardising our equipment supplier base and the consolidation of departmental help desks. Further research has been undertaken with suppliers to assess the potential for savings. We are now taking forward the other strands of activity in the Support Services work stream of the Corporate Restructure programme.

Implementing Electronic Government: In March 2004 we were reporting 54% achievement of BVPI157 (% of transactions which are electronically enabled by December 2005). During the year the e-Services development team, working with service managers in departments, increased this to 81% as at 31st March 2005, and we have the resources in place to achieve 100% by the end of the year. We have also reduced the number of "Required" Priority Service Outcomes that do not expect to meet from 2 to zero.

Customer Relationship Management Software: In January 2005 we signed a contract for the LAGAN Frontline CRM (Customer Relationship Management) system. This system will initially be used by people working in the Customer Service Centre (CSC) and provide them with a single view of those business applications that the service currently delivers, without the need for them to learn each application individually. It will also provide us with much improved management information about the CSC's customers.

Corporate Internet Access Blocking System: In May 2005 we procured a system to enable the Council to meet its obligations regarding duty of care, to manage internet usage via its network and deploy a system that improves our network security.

Improvements in the ICT Infrastructure: In the course of 2004 a number of tactical upgrades were made to the data network to improve its resilience and performance. ICT management information systems were purchased that allow the Council to monitor the network and review traffic and data flows across the network. This will help us in long term strategic planning. In addition, a new telephone support contract was signed with Universal Office Automation. The new contract provides greater flexibility than the previous contract with Mitel including better performance reporting, and more stringent performance targets

Camden New Website: We launched the Camden New Website in April with no disruption of service, and the Micro Business Gateway pages were subsequently cited as an exemplar of good practice in the Society of IT Manager's "Working with Business" survey.

On-line Consultation: In December we carried out our first on-line consultation through the website for Camden Talks. Panel members were asked what they thought about some of the topics raised in a Home Office paper called 'Strength in Diversity' and the comments were fed back to the Government.

Internet Protocol (IP) Telephony: During the year we implemented a small number of IP telephony projects which were intended both to reduce costs and to significantly enhance the capability of "traditional" telephone systems (by linking voicemail to email for example). The technology has not been found to be as robust as we would have expected, and the marketplace in this arena has changed, and so we are now reconsidering our plans for wider future implementation.

Mobile Working Trial: In November we carried out a pilot to test out the feasibility of mobile working, within four areas: Housing Caretaker Managers, Leisure Managers, Education Managers and Council Tax court-visiting officers. The pilot was limited to using laptops or tablet PCs, linking back to the office using a mobile network service. The staff involved accessed a variety of applications in varied settings such as on the train, on site, in (stationary) vehicles etc. The pilot proved a success in that all 4 departments wanted to continue using the service for specific business applications. The use of Laptops in court for Council Tax cases was considered to be particularly successful.

Storage Area Network (SAN): Throughout the year the project to upgrade the Council's email, file and print infrastructure (aka NT/Exchange) continued. This project covers virtually every member and employee of the Council, but will largely remain unseen by them. Last month, we selected a preferred supplier to provide us with a Storage Area Network and negotiations are in their final phase. This implementation will enable the Council to reduce costs by rationalising the number of servers that are currently needed to deliver these services as well as providing business continuity and the basis for a web-based email service.

6. Looking Ahead: Summary of the Main Activities Planned for 2005/06

HR

- Council's Restructure:
 - Leading the people management aspects of the restructure, including establishing support services for the new Directorates.
- HR Improvement Programme
 - Bedding in the new shared administration centre and making ongoing improvements
 - Establishing a regular flow of management information
 - Planning the next stages in the development of the IT system.
 - Identifying further opportunities for FTE reductions

-
- Re-defining the role of departmental HR teams, enabling them to be focussed on major issues (such as recruitment and retention)
 - Developing the skills and capabilities of staff to deliver the above.
 - Sickness Absence Management
 - Letting of the new Occupational Health Contract
 - Working with the new supplier to make significant service and process improvements
 - Working across HR on existing long term absence cases to bring about early returns to work where this is possible.
 - Policy Development
 - Implementing new policies for managing underperformance, discipline, sickness and grievances, ensuring these are understood and managers are able to apply them.
 - Reviewing the organisational change procedures
 - Establishing new policies to regulate the use of secondments and the use of temporary staff.
 - Contractors' employment practices
 - Working with officers who manage the client side of contracts, establishing approach to monitoring and reviewing the employment practices of contractors; finding ways of bringing about improvements where needed.
 - Learning and Development
 - Implementing the first phase of a new management development programme;
 - Leading our Investors in People improvement activities, including establishing consistent learning plans.
 - Assessing and improving the value for money from training and development investments.
 - Establishing clear processes for planning, delivering and/or funding learning and development, including ensuring we review its effectiveness.
 - Camden 'Ways of Working'
 - Developing a deeper understanding of these expectations, embedding them in performance management approaches;
 - Using them for measurement and assessment purposes.
 - Managing Individual performance
 - Reviewing the effectiveness of recent improvements
 - Establishing further improvements for 2006/7, including the use of rating schemes.
 - Identifying potential 360-degree feedback methods for selected groups, particularly chief officers.
 - Pay
 - Implementing the new Chief Officer pay scheme, including the performance planning aspects.

-
- Working with trade unions to plan the implementation of a review of pay and grading in keeping with the 2004 National Agreement.
 - Recruitment and Retention
 - Continuing activities targeted at particular professions e.g. social workers.
 - Improving our image as an employer and promoting the benefits of working in Camden, utilising our new advertising agency.
 - Reviewing our recruitment and assessment methods and identifying an improvement plan to ensure our approaches are valid and reliable.
 - Diversity – disability
 - Assessing ourselves against the Employer’s Forum on Disability benchmarking tool;
 - Taking feedback form disabled staff;
 - Establishing and implementing an improvement plan based on the outcomes of the above.
 - Employee Insights
 - Undertaking a survey of attitudes of a sample of employees;
 - Following the survey up with qualitative research through discussion groups;
 - Incorporating the findings into future plans.
 - Health and Safety
 - Implementation of the major aspects of a Health and Safety management system, ensuring core policies are up to date and understood.
 - Identifying work places where there are high risks, inspecting these and planning risk management actions
 - Community Employment
 - Re-introducing work experience for school students;
 - Providing work experience for young people leaving Care;
 - Establishing a modern apprenticeship scheme;
 - Reviewing the way in which our 8 Workstep participants (who have learning disabilities) are supported and developed, identifying opportunities for increasing the number of people so employed.

ICT

There are areas for improvement, new pressures to address and a need to improve the efficiency of ICT support. ICT also has a key underpinning role to play in the wider improvements within the Council. The objectives over the next 12 months are to set a new strategic direction, address the areas for improvement and build a long-term foundation for wider change. The key actions for the next 12 months are to:-

- Undertake a strategic review of current provision including:
 - Infrastructure (i.e. fitness for purposes, gaps and pressures)

-
- Spend (how much, where and opportunities for improvement)
 - Capabilities (do we have the right skills and capacity to delivery what's required)
 - Processes (what works and what isn't)
 - Customers (levels of satisfaction, key areas for improvement)

 - Developing a clear focus for action
 - Develop an IT strategy
 - Produce a phased and realistic medium term corporate ICT investment programme to underpin the strategy of the Council
 - Establish a benefits realisation plan for e-government that quantifies the return on investment (i.e. improvements) gained from the investment
 - Reviewing the structure of e-Services and ICT across the Council to ensure that the current and future needs of the Council are being adequately met.

 - Underpin wider Council improvements by:
 - Ensuring that 100% of services on-line by December 2005 (BVPI157)
Supporting the delivery of e-procurement
 - Supporting the phased expansion of the Customer Relationship Management system and the widening of customer service channels
 - Supporting the introduction of a new corporate intranet
 - Introducing web based e-mail to allow anytime, anywhere access to Council information.

 - Improving the Council's corporate ICT infrastructure by:
 - Upgrading priority areas of the Council's voice and data network and adding further resilience
 - Simplifying the infrastructure and improving its reliability by reducing the number of servers, implementing a storage area network and moving to a single supplier of desktop systems
 - Upgrading PC systems to a supportable version of the Windows operating system across the Council and rationalising the number of versions of desktop software that are used.

 - Improving ICT Service Efficiency
 - Rationalising and simplifying the ICT supply chain for PC's servers and network equipment
 - Improving return on investment from existing assets by identifying areas where costs can be reduced and efficiencies made by improving asset utilisation
 - Moving towards a single ICT helpdesk for the whole Council
 - Introducing corporate standards for key areas of work and phasing out departmental approaches where these are uneconomic

 - Reviewing ICT Governance
 - Introducing new framework for ICT performance management and investment decision making
 - Addressing urgent control issues identified by internal and external audit

-
- Developing appropriate policies for data retention
 - Updating existing policies
 - Improving Communication between ICT & Services

Performance indicators for the Department will be:

- Delivery of this ambitious programme of work generally, including measuring the number of projects delivered on time and to specification;
- specifically, leading the Council's restructure so that the risks are managed;
- improving HR and ICT services, measured by manager satisfaction and the demonstrable achievement of efficiencies and service improvements;
- reduction in sickness absence;
- reductions in recruitment and retention within key groupings of staff;
- being at Investors in People standard (externally assessed);
- maintaining employee satisfaction at high levels;
- driving improvements in ICT by improving the percentage of calls resolved within timescale
- reducing the percentage of ODPM priority outcomes that are currently red or amber
- reducing the total costs per PC and laptop
- improving awareness of the e-Government programme

7. Main Risks and Challenges

Risks are loosely defined as those things which may occur in the future which would affect the Council and therefore need to be managed closely to ensure they either do not materialise or their affects are minimised. The major risks in respect of people management and ICT across Camden are:

- Delivery of a stretching programme of work at a time when both HR and ICT is affected by the Council wide reorganisation and also programmes of improvement.
- Health & safety: risk that our policy framework is outdated and not consistently applied
- Employee relations; risk of disruption to services.
- Recruitment and retention: risk to service delivery if key posts are vacant
- Organisation change: risk to service delivery if we are distracted by the change process.
- Employment costs: risk that these may escalate as a result of external factors (e.g. cost of pensions; London housing market; scarcity of key skills in London).
- Pay: risk that we are not able to meet the timetable set out in the 2004 National Pay Agreement
- Business continuity; risk that we do not have adequate plans to ensure continuity of critical systems
- Deployment of new technology solutions; risk that we specify and plan these inadequately, leading to implementation difficulties which affect the delivery of services
- Security: risk that we do not keep pace with the rapidly changing security and authentication challenges arising from increased electronic and voice transactions.

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- Network resilience: risk of disruption if investments do not improve resilience.

The work programme described above contains activities and actions which will ensure the management of these risks

8. Summary

The Organisation Development Department has a major role to play in supporting the development and improvement of Camden, with particular reference to people management and information technology. Although a central department, it has a role in leading HR and ICT across Camden, through the dual reporting approach. Camden deserves first class HR and ICT functions, working closely together to help in managing change and organisational improvements; the work programme includes activities to bring about further improvements to the functions.

The programme of work for 2005/6 is of necessity ambitious. It builds on successes in 2004/5 and will enable us to manage our key risks; it is designed to contribute to taking Camden forward, enabling us to respond to external pressures and challenges as well as to meet internal requirements.

ODIU SERVICE PLAN 2005/6

**Marion Fanthorpe, Head of Organisational
Development and Improvement**

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1 - INTRODUCTION

- 1.1 This is the first service plan for the newly re-formed and extended Organisational Development and Improvement Unit. After a period without a manager and high staff turnover the Director of Organisation Development reviewed the function, and made provision for a full time manager (appointed in September 2004) and an increase in staffing. This has given the organisation development function in Camden a new lease of life, and a stronger sense of direction on the vital contribution it can make to changing and improving the organisation.
- 1.2 Over the last 6 months ODIU has been building it's infrastructure and capacity, including making some key professional appointments. However there are still a significant number of key posts to recruit to during the first half of 2005 to enable us to become fully staffed.
- 1.3 This plan is set in the context of the wider Organisation Development Department (itself a newly formed department in 2004) Plan, and the emergent 2005 People Management Strategy. These plans themselves are derived from, and linked to Camden's overarching aims and priorities.

2 - PURPOSE

- 2.1 At a departmental level, organisation development can be described as:

'A process of planned change and improvement to enable Camden to respond to its changing service and business needs through the effective management of people, structures, systems and culture.'

- 2.2 Organisation development takes place throughout the organisation, but the OD department has a strategic role in ensuring that the people and the technology aspects of organisational improvement link together and develop in a cohesive way with a common purpose. This embraces hard issues such as strategies, policies, structures and systems; as well as the less defined ones of behaviours, attitudes, culture and leadership style.
- 2.3 The purpose of the Organisational Development and Improvement Unit is to provide corporate leadership and co-ordination for a range of organisational health and development functions:
- change management
 - leadership and management development
 - recruitment, selection and assessment
 - diversity and community employment
 - performance management
 - learning and development

3 - ABOUT THE SERVICE

Our customers

- 3.1 ODIU has a complex set of customers, although broadly speaking our customers are the managers, staff and potential employees of Camden Council. The focus of our work means we engage primarily with managers, and at a strategic level we regard the whole organisation as our customer. However our work often

includes providing a direct service to individuals and groups of staff, for example on learning events, or individuals on work experience or employment schemes.

3.2 It is very important to ensure our perspective embraces the wider, ultimate customer – the residents and visitors to the borough. Our direct links to the wider community are primarily through our community employment initiatives that are aimed at increasing our recruitment from local communities, including vulnerable and disadvantaged groups.

Range of services

3.3 We fulfil our purpose through a range of activities and interventions.

We

- act as a source of best practice in our field, researching and interpreting the current professional intellectual capital on behalf of Camden
- lead or contribute to the relevant corporate people management and organisational improvement strategies and policies
- provide the head of function role for the learning and development function across the council
- provide analysis, internal consultancy and advice for managers on organisational development and employment strategies and interventions designed to improve services
- design frameworks, guidance, tools and materials to support managers in effective people management and development
- co-ordinate and support the implementation of corporate strategies and initiatives
- directly deliver learning and development events and activities
- directly support and develop staff groups and individual employees

Business partnerships

3.4 Our key business partnerships are with external consultants and training providers. During 2004 these were commissioned on an individual basis. However it is likely that we will be entering into a longer term, strategic partnership with an external partner for the development and provision of management and leadership development during 2005.

3.5 The Council has just joined the Institute of Customer Service, and it is likely ODIU will be forming a partnership with them on the management of customer care awards in the future.

3.6 We have a long- standing contract with Job Centre Plus for our Workstep programme (supported employment for people with disabilities). This is currently under review following an Adult Learning Inspectorate inspection.

3.7 We have an increasing range of partnerships with community groups linked to the community employment schemes, including RAGU (Refugee Advice and Guidance Unit), RAISE (Refugee Access into Sustainable Employment), and The Camden Society.

3.8 We have an active partnership with UNISON to promote Skills for Life programmes, and are building relationships with key providers such as Workers Educational Association, Westminster and City Lit colleges.

4 - LOOKING FORWARD

2005 Objectives

4.1

1. Support organisational culture change through the development and integration of the Camden Ways of Working ensuring they are embedded in core people management processes, and providing development activity targeted at middle manager and team levels in the organisation.
2. Introduce a new corporate leadership and management development strategy, establish an effective framework and processes for management development, and provide focused development opportunities for new managers and for senior leaders.
3. Introduce and embed a revised process for managing individual performance, and provide L&D opportunities for managers to develop skills and confidence in managing people performance.
4. Ensure a return to the full liP standard in July, and establish a plan for the ongoing maintenance of, and assessment for the new standard.
5. Review and develop Camden's learning and development planning, procurement and evaluation processes to understand, and increase, our return on investment.
6. Develop and implement a customer care learning and development strategy, including the introduction of the ICS Awards programme
7. Develop a strategy to improve Camden's recruitment, selection and assessment processes in general, and develop and co-ordinate specific initiatives to improve the employment opportunities of diverse groups in the community.
8. Provide tailored OD support for service integration following the reshaping and specifically contribute to the design and development of the L&D function within the HR Support Services reshaping programme.

Detailed objectives, targets, measures and timescales for these objectives can be found in Project Plans and ODIU's quarterly Workplans.

Challenges and Risks

4.2 These can be categorised under 3 headings.

Internal - team capacity and performance.

- Newly forming team. Significant recruitment required in 2005 to be fully staffed with right expertise. Need for team development.
- Need to invest in our administrative and management systems, including project management disciplines and team performance

Internal – organisational readiness and capacity

- Readiness and capacity of local L&D/HR teams to deliver change, especially given imminent reshaping
- 'Distraction' of reshaping claiming management attention
- Scale of change required in short timescales

External – BVPIs, legislative and contractual risks

- Ensuring DDA compliance
- Meeting stretch targets for disability BVPI – proportion of workforce self declared
- Workstep contract

5 - SERVICE IMPROVEMENT

ODIU and the Camden Ways of Working

5.1 The ODIU team has discussed what each of the WoWs mean in the context of our services and how we can improve:

5.2 We focus on customers

- Primarily internal customers – see above under ‘Our service’
- Need to implement and monitor Customer Care Standards
- Important to ensure our work reflects the external customers – directly through our employment schemes, and indirectly through maintaining close links with council services

5.3 We work together

- Central to our approach and ability to deliver, especially within HR and L&D communities
- As a corporate function we have a key role in developing a one council approach through setting core standards and co-ordinating council effort
- We must be especially conscious of developing internal processes that help managers to get things done quickly and easily

5.4 We take responsibility

- Develop this as a team ethos, and ensure taking responsibility is recognised and valued
- Key role in helping the organisation tackle poor performance

5.5 We find better ways

- Central to ODIUs core purpose
- We should be particularly effective at research and networking in our field to bring best practice into the organisation
- We need to develop baseline measures for our work so we can assess and explain the impact we have on organisational performance

2005 Improvement objectives

5.6 Most of ODIUs improvements are concerned with building internal capacity, developing professional OD methodologies and establishing robust management and administrative systems and processes to support our challenging work programme. These are designed to ensure we add value to the organisation, provide excellent customer service and increase our ability to embed OD processes throughout the organisation in the longer term.

1. Undertake new recruitment and individual and team development to achieve a fully staffed and capable team fit for purpose – by end September
2. Build on new project planning/management framework to ensure we have a robust system for appropriately scoping, designing and delivering our work programme within agreed timescales - ongoing

3. Rationalise and update our budget management systems, including allocation of budgets to specific projects – by end June
4. Develop our research and external networking skills and activities to enhance our strategic planning and project design - ongoing
5. Systematically introduce evaluation and ROI measures into all project work so we can evaluate the impact on the business – by September
6. Introduced improved, common presentational standards – project plans, reports, learning materials, presentations, ERIC authoring etc. – by end August
7. Improve our knowledge of, and contact with council services, possibly re-instating the 'departmental expert' approach when the new directorates are formed - ongoing
8. Improved team communication/working to ensure joined up OD strategies and consistent communication with our customers - ongoing
9. Undertake a Unit health and safety risk assessment and implement and monitor required improvements – by end June, then ongoing

6 - 2005/6 TRAINING AND DEVELOPMENT PRIORITIES

6.1 Individual Learning and Development Plans are being put in place for staff as part of the new Managing Individual Performance process, and these are tailored to their roles and projects. However there are some common L&D needs arising from this service plan. Key priorities are:

- Given the level of new recruitment well planned and managed **induction for new staff** to enable them to establish themselves effectively and quickly
- Developing **professional expertise** at a team level. Specifically developing research techniques; evaluation and ROI methodologies; developing (external) professional networks and contacts; exchanging professional periodicals and articles and a structured process for sharing learning within the team
- Achieving a common standard for **core business skills**, specifically project management, written communication, IT skills, budget management and health and safety at work.

Camden 
moving on

**We make a difference to
things that matter because:**

we focus on our customers

we work together

we take responsibility

we find better ways of doing things

We focus on our customers

This is about putting residents and visitors to the borough at the centre of everything we do, and giving them excellent value for their money.

This means...	This doesn't mean...
We have a good understanding of our customers, their different communities and their different needs	We have limited information about service users and communities and don't plan around them
We design our services around our customers' known and anticipated needs	We organise our services around departments and teams, not customers and communities
We get the best from our resources, making sure that we are cost efficient	We always think we need more resources to improve services
We make sure customers always experience the Council as reliable, efficient, polite and friendly	We have pockets of good and not-so-good practice with no common standards
We make it easy for people to contact us and get the services they need	We have too many different, separate ways of contacting the Council

We work together

This is about having a common purpose and working well together to find solutions: a collaborative approach. It is about demonstrating mutual trust and support, within the council and with partners.

This means...	This doesn't mean...
We have a common purpose that's understood across the whole council.	We focus on local targets and achievements at the expense of the overall council.
We are clear about our priorities and resource them accordingly.	We are swamped by initiatives and don't know what's most important. We are inflexible about sharing resources.
We work well together, helping each other and finding solutions	We work in silos and play political games
We're open and honest with good communication up, down and across the organisation	We don't share information or communicate very well. We sometimes "hoard" information.
Partners and suppliers are eager to do business with us	Partners and suppliers see limited value in collaboration
We see ourselves as working for the whole Council	We see ourselves as working only for our service or department
Our internal processes help us to get things done quickly and well.	Our internal processes cause delay and confusions.

We take responsibility

This is about taking personal responsibility for making things happen, acting positively and constructively, bringing energy and focus to the work, and being willing to go the extra mile. Being proactive, having a go, being “up for it”.

This means...	This doesn't mean...
We are proud to work for Camden and believe in what we do	We take the attitude “It’s just a job”
There’s clear ownership of action to achieve corporate objectives	There are lots of “orphan issues” that fall between the cracks
We deliver on our promises	We focus on our internal processes and lose sight of our customers
Staff at all levels identify problems and opportunities and propose solutions	Lots of upward delegation, with senior managers expected to provide all the answers
Reports and reviews are acted upon fast; after a decision is taken, it’s implemented	Reports and reviews gather dust; decisions unravel
We tackle continuing poor performance	Continuing poor performance is tolerated
Authority to take decisions is given at the lowest level possible and used	Decisions drift upwards or sideways to avoid responsibility

We find better ways of doing things

This is about constantly looking for better ways of doing things, focusing on our customers, being innovative and creative, open to ideas and challenge and committed to individual learning and development.

This means...	This doesn't mean...
We are outward looking and are recognised as being innovative and cutting edge	We tend to stick with familiar processes and ways of delivering our services
We welcome challenge, and learn from peers in different sectors and from each other	We see challenge as a threat or a burden
We know how we're doing and readily take action to improve	We have loads of PIs but they don't drive improvement
Managers develop their teams	Managers only focus on the task in hand
Staff have a good understanding of where and how they need to develop their skills and actively seek to do so	Staff are passive about self development
There are good opportunities for staff across the Council who do well.	People stay in the same job or department for too long