

## **Report to Cabinet**

**Subject:** Refresh Organisational Development Programme

**Date:** 12 November 2015

**Author:** John Robinson, Chief Executive

### **Wards Affected**

All

### **Purpose**

This report provides an update on the progress of the Refresh organisational development programme and seeks Cabinet's comments on a revised Council vision and set of values and priorities. Cabinet is also asked to endorse revised Gedling Employee, Manager and Leader Standards.

### **Key Decision**

This is not a key decision.

### **Background, Update and Proposals**

- 1.1 At its meeting held on 23 April 2015, Cabinet approved the establishment of a new organisational development programme under the name Refresh.
- 1.2 Whilst recognising that the Council had undergone significant change in recent years and made considerable progress, the Refresh programme was intended to kick-start further organisational development and improvement.
- 1.3 Refresh is organised around the following themes and Appendix 1 contains a review of progress to date.
  - Leadership and management
  - Employee recognition and reward
  - Customer engagement, insight and responsiveness
  - Employee engagement, health and wellbeing
  - Digitalisation
  - Workforce planning and development

1.4 In addition to the information set out at Appendix 1, particular attention is drawn to the following:

(i) Vision, Values and Priorities

1.5 In preparation for the forthcoming service and financial planning exercise, Cabinet members were invited to revisit the Council's current vision, values and priorities.

1.6 While the current ones were considered to remain broadly fit for purpose, a new form of words has been drafted that is felt to better reflect the ethos of the Council and be more user friendly for sharing within and outside the organisation. Cabinet is asked to comment on the documents, as set out at Appendix 2, noting that the final wording will form part of the Gedling Plan to be approved by Cabinet and Full Council.

(ii) Employee, Manager and Leader Standards

1.7 Drawing on the 'refreshed' vision, values and priorities, it is also proposed to implement a new set of Gedling Employee, Manager and Leader Standards.

1.8 These are important documents that are used in recruitment and selection and for appraising performance and development needs. In these ways, they provide a practical means for ensuring that staff are not only aware of the Council's vision, values and priorities but are actively living them out/working towards them.

1.9 Cabinet is asked to endorse the new standards set out at Appendix 3, prior to consultation with JCSC.

1.10 To date, cross party member involvement in the Refresh programme has been through the JCSC, given the nature of the programme and its strong emphasis on employment matters. Rather than establishing a separate member reference group, as originally envisaged and agreed, it is the intention to continue to report on progress to Cabinet and JCSC.

### **Alternative Options**

Cabinet could decide that the revised documents are not fit for purpose and not endorse them

### **Financial Implications**

2.1 Any costs arising from the Refresh programme are being met from the Transformation Fund set up for this purpose.

### **Appendices**

Appendix 1 – Review of Refresh progress to date

Appendix 2 – Vision, values and priorities

Appendix 3 – Revised Gedling Employee, Manager and Leader Standards

### **Background Papers**

None

### **Recommendation (s)**

It is recommended that Cabinet:-

- (i) note the progress on the Refresh organisational development programme at Appendix 1;
- (ii) comments on the vision, values and priorities set out at Appendix 2, noting that these would form part of the Gedling Plan to be approved at a later date by Cabinet and Full Council;
- (iii) endorse the Gedling Employee, Manager and Leader Standards set out at Appendix 3.

### **Reasons for Recommendations**

To ensure the continued progress of the Refresh programme.



**Refresh Programme – Update as at November 2015**

<b>Refresh Theme:</b>	<b>Actions:</b>	<b>Lead:</b>	<b>Progress to date:</b>
<b>1) Leadership and management</b>	1.1 Revise current employee, manager and leader standards	Chief Executive	A final draft of the standards is currently out for consultation and will be finalised after the Joint Safety and Consultative Committee on 19 November 2015. The final version will be issued to all staff and widely promoted through the intranet and staff briefings.
	1.2 Redesign PDR's to reflect changes in employee, manager and leader standards	David Archer	
	1.3 Put in place ongoing and structured 'Back to the Floor' programme	Chief Executive	To be in place by March 2016
	1.4 Design and implement revised senior management structure	Chief Executive	Draft proposals are currently out for consultation which ends on 19 November 2015. Subject to consideration of the feedback received, the Appointments and Conditions of Service Committee is scheduled to agree final proposals and a timetable for implementation on 24 November.

	1.5 “Dip test” PDR quality (through employee survey)	David Archer	This has been completed via the Staff Survey and action plans have been drawn up to address the findings. In teams that show a perception that PDRs are still of a low quality, additional training will be offered to managers and supervisors. Focus Groups are to be run in service areas where staff have shown concern over a range of different question themes and where teams have indicated concerns about PDRs then this will form part of the focus group discussion.
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<b>Refresh Theme:</b>	<b>Actions:</b>	<b>Lead:</b>	<b>Progress to date:</b>
<b>2) Employee recognition and reward</b>	2.1 Undertake a review of pay and rewards and develop options arising from the review	Mark Kimberley	The Hay Group have been commissioned to undertake a pay benchmarking exercise and have completed their background work and analysis. Their final draft report is expected to be received by 6 November
	2.2 Review/improve annual Stars of Gedling/training awards	David Archer/STEPS	An online submission system has been introduced to make it easier for staff to participate and at this year’s event, staff loyalty/long service is also to be

			recognised with awards for 10, 15, 20 and 25 years' service.
	2.3 Conduct employee satisfaction survey	David Archer	Staff Survey complete, action plans drawn up to address findings.
	2.4 Develop and implement employee benefits scheme	David Archer	Review of options available has been completed and initial consideration given by SLT. Discussions with preferred supplier are in progress.

<b>Refresh Theme:</b>	<b>Actions:</b>	<b>Lead:</b>	<b>Progress to date:</b>
<b>3) Customer engagement, insight and responsiveness</b>	3.1 Ensure every service area has a systematic way of gathering, sharing and using customer feedback, including review and challenge current customer satisfaction measures and levels.	Caroline Newson	
	3.2 Improve Civic Centre face to face reception arrangements	Mark Lane/ Partners (DWP)/ Corporate/ Building Services/	In partnership with the DWP, a number of options have been reviewed which include making the existing reception larger, more welcoming and modern. Final scheme of works scheduled to be approved by March 2016, with implementation commencing April

			2016 and completed by June 2016.
	3.3 Update current Customer Services standards and charter and embed in organisation	Mark Lane/ Corporate	Revised draft standards have been completed and are scheduled to be considered at a joint meeting with SLT and Service Managers on 13 November 2015.
	3.4 Undertake residents' satisfaction survey and Gedling Conversation	Caroline Newson	Satisfaction survey and Gedling Conversation have been completed. Feedback is currently being analysed with a view to the results feeding into the forthcoming service and financial planning process.
	3.5 Identify options for a customer contact point in Carlton/the surrounding area.	Mark Lane/ Corporate/ Estates	A number of potential location options have been reviewed in partnership with the Police. They include St George's Centre at Netherfield, various vacant 'shop front' premises in Netherfield and Carlton and options for the strategic placing of a 'modular' unit in Netherfield or Carlton. Report to Cabinet to agree preferred option scheduled for February 2016.
	3.6 Ensure smooth and seamless transition of customer contact/handovers between 'one stop' and service areas.	Mark Lane/ Corporate	This is an ongoing action, though a meeting is scheduled between Customer Services and the relevant service areas for 1st December.

	3.7 Put in place measures to ensure consistent quality and responsiveness to customer contact (letters, emails, leaflets etc.)	Caroline Newson	
	3.8 Develop use of email newsletters using "Govdelivery" system and build up subscribers list	Caroline Newson	This was featured as an update item to the October Cabinet. System is in place with a full launch planned for November 2015.

<b>Refresh Theme:</b>	<b>Actions:</b>	<b>Lead:</b>	<b>Progress to date:</b>
<b>4) Employee engagement, health and well-being</b>	4.1 Review current employee engagement and improve/modify where necessary	Caroline Newson	
	4.2 Develop new depot welfare facilities	Steve Wiseman	Currently in progress. Works expected to be completed by the end of March 2016
	4.3 Undertake more face to face communications events, especially at non Civic Centre sites	Caroline Newson	
	4.4 Embed 'Serving People, Improving Lives' through branding on letters, logo, intranet, website, video based methods	Caroline Newson	A series of posters have been created and displayed around office areas. In addition, Serving People, Improving Lives is set up as a screensaver and

			was the theme of this year's Staff Conference.
	4.5 Review content of induction linked to 'Serving People, Improving Lives'.	David Archer	
	4.6 Raise profile of employee opportunities to undertake volunteering	Lance Juby	A graduate from the National Graduate Development programme will be working with the Community Relations Service Area to set up a sustainable volunteering scheme with external organisations such as Age UK.
	4.7 Raise profile/increase support to Sports and Social Club	Tracey Crawford/ Caroline Newson	Discussions have taken place with the Sports and Social Club to see how we can raise their profile and increase support. Next stage is a survey of existing members.
	4.8 Widen/maximise participation in annual Health Fair. 2016 Health Fair is scheduled for 24/02/16	Vince Rimmington	
	4.9 Review workplace environment and its impact on employee morale	John Robinson/ Steve Wiseman	

<b>Refresh Theme:</b>	<b>Actions:</b>	<b>Lead:</b>	<b>Progress to date:</b>
<b>5) Digitalisation</b>	5.1 Put in place measures to encourage customers to access information and services online	Mark Lane	As part of the proposed management changes that are currently out for consultation, it is proposed to create a dedicated post to lead on digitalisation. In preparation for that, a joint SLT/Service Managers workshop is being arranged to share best practice within and outside the organisation and to take forward this agenda.
	5.2 Carry out transaction based re-design of the website and overhaul content and navigation	Caroline Newson	
	5.3 Continue to develop use of the current and emerging social media	Caroline Newson	
	5.4 Investigate value of introducing a Council 'app' for customers to access service through tablets and smartphones	Caroline Newson	
	5.5 Increase the number of services that can be paid online or electronically.	Mark Lane/ Corporate	

Refresh Theme:	Actions:	Lead:	Progress to date:
6) <b>Workforce planning and development</b>	6.1 Continue to invest in joint Masters in Public Administration Programme; identify new cohorts	David Archer	Completed. A second cohort of staff have started the programme. The original cohort have successfully completed year 1 and have started year 2.
	6.2 Review then implement appropriate programmes of leadership and management development	David Archer	The current programmes of management and leadership at all levels continue to go from strength to strength and programmes have a healthy mix of internal candidates and fee-paying external candidates. Although programmes need to be sensitive to the mix of candidates in terms of how material is presented, the revised Gedling Standards will be built in to future training cycles to reflect our business culture. New programmes identified as being of corporate value are also being designed for example Project Management (for delivery early 2016).

	<b>6.3 Define the Council's customer care ethos and standards/ develop programme of training/ deliver training in appropriate formats across the Council</b>	<b>Mark Lane/ Caroline Newson/ David Archer</b>	
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## **Our Purpose**

### **What we're here for**

Serving People, Improving Lives

## **Our Vision**

### **What we're aiming to create**

We aspire to be regarded as a great Council by the people and businesses we serve and by the staff we employ – by making a positive difference to people's lives and creating opportunities for everyone to achieve their full potential

## **Our Values**

### **What we stand for and the way we go about our business**

**A competent Council**, that delivers on its promises, acts professionally and can be trusted to provide good quality

**A co-operative Council**, that listens to and involves its citizens, partners and employees in playing an active part in creating a prosperous future

**A commercial Council** that is innovative in its use of resources and focused on achieving value for money

**A compassionate Council**, that reaches out to the lonely and marginalised and encourages others to do the same

**A considerate Council**, that recognises and respects difference and is sensitive to the impact of its actions on others

## Our Priorities and Objectives

<b>People</b>	<p>Reduce anti-social behaviour, crime and the fear of crime</p> <p>Reduce hardship and provide support to the most vulnerable</p> <p>Improve health and wellbeing</p> <p>Promote and encourage pride, good citizenship and participation in the local area</p>
<b>Place</b>	<p>Create more jobs and better access to them</p> <p>Ensure local people are well prepared and able to compete for jobs</p> <p>Provide more homes</p> <p>Provide an attractive and sustainable local environment that local people can enjoy and appreciate</p>
<b>Performance</b>	<p>Improve the customer experience of dealing with the Council</p> <p>Create a stronger commercial and entrepreneurial culture</p> <p>Maintain a positive and productive working environment and strong staff morale</p>

## **The Gedling Employee**

### **Capable**

I am proficient in what I do, demonstrating technical knowledge and professionalism and producing good quality work that meets customers' expectations

### **Caring and Considerate**

I recognise the importance of how we make people feel in our contact with them and in the way we provide services. This is particularly important in relation to those who are vulnerable or experiencing hardship

### **Can do**

I am responsive and have a positive, enthusiastic attitude. While the Council can't please everyone all of the time, I look for reasons to say "yes" not "no" and look for solutions not problems

### **Conscientious**

I work hard, am reliable and strive to do a great job. I am committed to my own development and to being an effective team player

### **Confident**

I am clear that my work is valued and valuable and I demonstrate ambition for the Council and the wider community

## **The Gedling Manager**

### **Drives performance and value for money**

- I plan, communicate and deliver on objectives and targets
- I display energy, enthusiasm and ambition
- I see where change is needed and make it happen
- I am customer focused - on quality and cost
- I am innovative, entrepreneurial and commercial

### **Motivates, supports and develops people**

- I listen to, talk to and involve teams and individuals
- I am visible, open, approachable and responsive
- I lead from the front in demonstrating commitment to personal development
- I am empowering and decisive; I make difficult decisions
- I show praise and appreciation and tackle poor performance

### **Protects and enhances the Council's reputation**

- I express and display pride in the Council and the community
- I am reliable, consistent and demonstrate integrity
- I anticipate and manage risk; I show political understanding and a strong public sector ethos
- I am a corporate and team player - always working in the best interests of the Council's vision and values

## **The Gedling Leader**

### **Provides Direction**

- I understand the bigger picture and its implications for Gedling
- I identify and respond to new and emerging opportunities and challenges
- I create and communicate clarity out of complexity
- I set clear priorities and expectations of others

### **Creates Collaboration**

- I actively seek out and develop partnerships
- I build trust and cooperation
- I am politically astute and aware
- I see, encourage and facilitate connections
- I am great at building consensus and managing conflict

### **Generates Confidence and Commitment**

- I am high profile and visible – within and outside the organisation
- I demonstrate integrity, sincerity and genuine empathy towards others
- I promote, live out and embed the Council's values
- I deliver personally and motivate others to deliver
- I create conditions for success and celebrate success