

10TH NOVEMBER, 2016

ORGANISATIONAL DEVELOPMENT UPDATE

1. INTRODUCTION

- 1.1 The purpose of this item is to provide an update on our Organisational Development Programme, along with some examples of the work underway or planned, and the associated benefits.

2. BACKGROUND

- 2.1 The Council has been working on Organisational Development since 2013. Organisational Development focuses on developing and improving the way the Council works as an organisation, thereby equipping staff with different skill-sets and evolving their understanding of their roles as public sector employees. The purpose of this is to help deliver the Council's priorities and support the Council's long-term approach to sustainability.
- 2.2 Organisational Development looks at:
- The values and culture needed to help deliver our priorities;
 - Whether the Council has the right talent and skills in its workforce;
 - Whether the Council's organisational design is aligned to deliver the priorities
 - Building the collective leadership required to deliver change;
 - Maintaining the Council's ability to make the required changes, whilst still maintaining service delivery.

3. ORGANISATIONAL DEVELOPMENT PLAN

- 3.1 A diagram showing the eight areas that the Council is currently focusing on in its Organisational Development Plan is attached (page 5).

For the current year the Council has been focusing on:

1. Systems Thinking:

- Working on Channel Shift via the scoping and redesign of high-demand work streams such as garden waste, ordering bins and boxes, clinical waste, missed collections and outbound mail.
- Embedding a new approach to appraisal (now Development Review).

2. Personnel Service for the future:

- Design and launch of e-services/an online hub to modernise processes and achieve efficiencies.
- Review and development of key Personnel Policies to help the Council manage and support its workforce.

3. Leadership & Management for the future:

- Respond to the strategic review of priorities by the new Cabinet and integrate with work from the 2016 Budget Challenge process and changes at DMB-level, including the embedding of new roles and responsibilities.

4. Working with Members:

- Develop support, new working relationships and approaches following the changes to leadership, portfolio holders and panel chairs.
- Support and follow through development needs identified through Cabinet member Development Group.

5. Organisational skills:

- Delivery of employee performance management training for all managers throughout September and October 2016.
- Crucial Conversations training for five cohorts from August 2016 to January 2017.

6. Developing people:

- Continue work to maintain and develop the behaviours the Council wants to see across the organisation linked to its Simple Rules.

7. Action Learning:

- Continue to support the first two cohorts of Action Learning sets.
- Maintain development of and organisational utilisation of current internal facilitators.

8. Learning networks:

- Six Staff Engagement events planned over the forthcoming year
- development of a digital event planned for November 2016 followed by a second Staff Showcase in December 2016.

3.2 Work for the remainder of this year and early 2017 will focus on:

1. Systems Thinking:

- Development of a Learning and Development Programme aligned to organisational priorities.

2. Personnel Service for the future:

- Further development of e-services/an online hub to modernise processes and achieve efficiencies.
- Revise secondments process in line with the Council's broader Learning and Development Programme as above.

3. Leadership & Management for the future:

- Reshaping of organisational structure to increase the pace of delivery on 8 Point Plan initiatives and other organisational priorities such as regeneration.

4. Working with Members:

- Continue to work with Members on the Council's financial strategy for sustainability.
- Develop a "Political Skills" offer for the workforce.

5. Organisational skills:

- Develop the Council's approach to project and programme management for key staff involved in the delivery of 8 Point Plan initiatives and organisational priorities (linked to Leadership & Management for the future above).
- Acquire greater understanding and skills to support more commercial ways of working.

6. Developing people:

- Conduct a skills audit due linked to the 2017 Development Review (appraisal) cycle to enable the building of a live and relevant Skills Bank, enabling the Council to use its resources more creatively and in-line with organisational priorities.

7. Action Learning:

- Consider organisational demand for a further (3rd) cohort.

8. Learning networks:

- Continue to develop opportunities for front-line staff to join corporate projects.

- 3.3 The Council continues to develop its understanding of how best to measure the impact of Organisational Development work and it currently tracks progress using a number of measures including:
- Increased opportunities to share learning and associated improvements to service delivery.
 - Awareness of and engagement in development opportunities.
 - Visibility and active support of senior staff in the programme.
- 3.4 At the meeting, Members will receive a presentation setting out more detail of some of the projects, with case studies, and the OD Team will be present to answer Member's questions.

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OD Strategy summary and high-level plan 2016/17 – 2017/18

Learning Networks & Connections

- Establish Digital Learning network
- Develop Front line staff networking opportunities
- Develop internal communications approach to help enable sustainability

Systems Thinking

- Personnel Review (Appraisal redesign (Phase 1) delivered, and Phase 2 underway (Learning & Development Programme),)
- Channel Shift (High demand streams delivered to IT, scoping for Outbound Mail underway).
- Support requests (elections, Condeco room bookings, secondments).
- Educative work (plan and deliver second staff showcase).

Action Learning (AL)

- Maintain development and supervision of AL facilitators
- Continue to support existing internal AL sets to end of cycle
- Establish future set(s) to meet demand in 2016/17 and 17/18
- Communicate success and benefits of AL and Develop AL/Facilitation 'bank' to support team & group work across organisation

Enabling financial sustainability



Personnel Service for the future

- E-services/on-line hub
- Job Evaluation/Pay and reward and linked work
- Sickness and wellbeing redesign
- Personnel Service, skills, structure and resourcing
- Development of approaches to recruitment, induction and secondment
- Review and development of other personnel policies

Developing People

- Development reviews – complete
- Establish learning and development (organisational skills) programme
- Continue work on skills audit
- Simple rules – promote, support and take forward actions/development needs arising from appraisals
- Develop approach to mentoring

Leadership and Management for the future

- Strategic direction and review of priorities
- Working together to enable the 8PP projects & transformation
- Embed and support structural change, new roles, responsibilities and working relationships arising from budget challenge and changes at DMB level
- Introduce and work with WLT/MM on 21st Century Public Servant as model of leadership linked to new role profiles

Organisational skills (L&D) programme 2016/17 (& 2017/18)

- Crucial conversations
- Employee Performance management
- Management and leadership development
- Commercialisation
- Project and Programme management
- Digital
- Political skills (see working with Members)

Supporting the Council's day-to-day business

Working with Members

- Develop support, new working relationships and approaches following the changes to leadership, portfolio holders and panel chairs
- Support and follow through development needs identified through Cabinet working group group/follow up
- Develop member understanding of context and support members work on financial sustainability and community leadership
- Political skills for staff and managers – possibly through a drop in or case study model