

To: City Executive Board
Date: 29 January 2015
Report of: Head of HR & Facilities
Title of Report: Revised Organisational Development Strategy

Summary and Recommendations

Purpose of report: To present for approval and adoption an updated Organisational Development Strategy

Key decision No

Executive lead member: Cllr Bob Price, Board Member for Corporate Strategy, Economic Development and Planning.

Policy Framework: Efficient and effective Council

Recommendation: That the City Executive Board approves the revised Organisational Development Strategy attached at Appendix 1.

Appendices

Appendix 1 – Organisational Development Strategy

Appendix 2 Risk Register

Background

1. The Council introduced an Organisational Development (OD) Strategy in 2012 ('*Good to Great*') which aimed to respond to the changing environment of the public sector from an OD perspective. It achieved a number of objectives including:
 - Introduction of a values and behaviors framework which flows through our people management processes to encourage high performance;
 - Modernisation of the appraisal process to encourage more regular two-way feedback and drive high performance;
 - Developments in leadership, management, reward and recognition;
 - Delivery of flexible and innovative learning and development

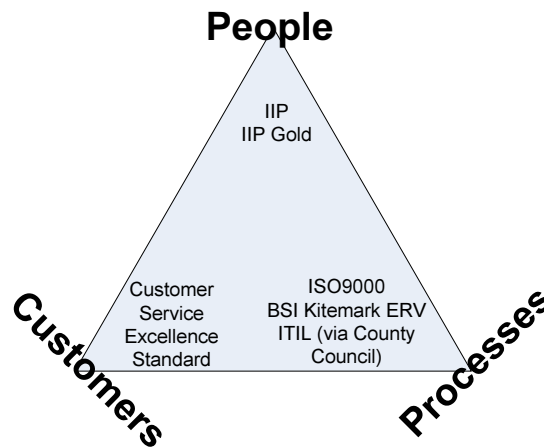
activities largely delivered in-house

2. 2014 has been a great year. Measures of success include the Council's Investors in People Gold accreditation, Customer Service Excellence reaccreditation and the Municipal Journal Best Achieving Council Award 2014. Two years ahead of schedule we have recently received notification that due to our exceptional result in Investors in People Gold accreditation (186 out of 196 indicators achieved) and our subsequent submission we have been awarded Investor in People Champion status.
3. Champion organisations are described by Investors in People as: *Pioneers in people management practices. Role models in strategic leadership. These are the Investors in People Champions. Elite, handpicked and Gold Accredited, our leading organisations help to inspire others to achieve more. Our Champions share their experiences and business insight through mentoring, open days, conferences and more – so you can learn from the very best in business.* So we will develop an activity plan whereby we will offer to mentor other organisations, host IIP events, etc.
4. The 2013 staff survey indicated strong or increased employee satisfaction in many areas. The March 2014 Corporate Briefings followed up work from the staff survey. Employees were asked where we should focus our attention on managing people and these informed the revisions to the Organisational Development Strategy. These were:
 - wellbeing and workloads
 - engagement and decision making
 - motivating employees and teams
5. Two years beyond our last report, we continue to meet the efficiency and effectiveness challenges with more savings delivered and increasingly high performance – and are proud of our record in protecting jobs – no compulsory redundancies.
6. However we cannot afford to sit back. The financial challenge remains significant. We are anticipating an even more difficult national economic position ahead for local government and are making an assumption of zero central government funding by 2018-19. But we are continuing to invest in communities and demands for our services will inevitably increase further. As such it essential that we develop yet further our workforce to equip them with the skills and environment to be resilient, ever more high performing and customer focused.

The Revised Organisational Development Strategy

7. The attached Organisational Development Strategy (Appendix 1) has been updated to reflect what's been achieved and what still needs to be done – in the emerging context.

8. As before, the Strategy builds on the Council's Performance Improvement Framework (adopted in December 2011) which introduced the following in terms of focus for performance improvement



9. The Strategy outlines how the fundamentals of good people management are the minimum expectation - but increasingly the adoption of a coaching approach to managing people is desired, ensuring people take personal responsibility and raise their self-awareness to effect better performance.
10. It also aims to address feedback from external assessments notably the Corporate Peer Challenge and how we need to work more collaboratively with internal & external partners. A 'one council' approach is desired, as is embedding our customer service excellence achievements across all services

Key Deliverables

11. The revised Strategy will continue to underpin delivery of all the Council's priorities, and help achieve its vision of building a world class city for everyone. A number of initiatives will be delivered in the OD programme including:
- The Great People Programme:
 - A wide-ranging health and wellbeing programme for the benefit of all our employees;
 - A resilience programme - to help employees bounce back from tough times and triumph in the face of adversity, helping them move forward. This will lead to improved performance and managers will be expected to build an understanding of theirs and employees resilience;
 - A leadership & management development centre and subsequent development plan – including a focus on how to motivate and engage staff;
 - More investment in training;
 - Rolling out Customer Service Excellence across the Council;
 - A 'One Council approach' embedded into all service areas with day to day practices and behaviours supporting collaborative working; a programme will be developed to help achieve this

Strategy Implementation

12. The revised OD Strategy will be driven and delivered through:

- The Organisational Development & Customer Service Board which will drive the implementation of the Strategy through an agreed action plan, and utilise the Council's Programme and Project Management Framework to report and track progress;
- The Human Resources Team who will provide professional and strategic resource as well as support service managers in implementing required activity within their areas.

Consultation & communication

13. Trade union colleagues are playing active roles in the development and delivery of the programme components. Absolutely key is a communications strategy which needs to ensure that the OD Strategy reaches all part of the organisation in a variety of ways.

Assessment of Risk

14. A risk management framework is attached at Appendix 2

Climate change / environmental impact

15. The 'personal responsibility' and 'innovation' values will continue to have positive impacts on carbon reduction with staff engaging more on these initiatives.

Equalities impact

16. Each people management theme review will include an assessment of equalities impact.

Financial implications

17. £350k has been previously agreed to help deliver the OD Strategy

Legal Implications

18. There are no legal implications

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List of background papers: None.

Appendix 1 – Organisational Development Strategy

Introduction

The previous Organisational Development Strategy sought to ensure that the Council developed a flexible, fit for purpose workforce, able to deliver its priorities in an increasingly complex environment. As a consequence we have delivered the following initiatives:

- A values and behavioral framework which is embedded into all our major people management processes;
- Revised our appraisal process to incorporate our behavioral framework and aspirations around attendance;
- Implemented a new Reward & Recognition Strategy;
- Developed our leadership & management capability;
- Refined and developed our recruiting processes and practices;
- Developed a Talent Management Framework;
- Developed and delivered flexible and innovative learning and development opportunities.

The success measures set were to attain high levels of customer and staff satisfaction and to gain recognition in terms of:

- Our performance;
- As being a great place to work;
- Our service delivery.

These measures are successfully demonstrated in terms of the Council's Investors in People Gold accreditation, Customer Service Excellence reaccreditation and compliance plus status and Municipal Journal Best Achieving Council Award 2014. Our staff survey also indicates strong or increased satisfaction in many areas.

Into the Future

The Strategy has been developed to ensure we build on our success to date, reflect staff feedback and ensure continual improvement. Our successes include developing people and our management capability, with the Council recognised as a high achieving organisation where employees and teams deliver high levels of performance. Consequently, we need to ensure people maintain and develop their skills and increase their resilience, with a clear focus on both physical and mental health and wellbeing.

With success comes a risk of complacency and there is still a need to ensure consistency of approach. The fundamentals of good people management are the minimum expectation. There is great potential however, through even better management to improve the way we motivate and empower employees and encourage even more discretionary effort and high performance. Increasingly we believe the key to this is to adopt more of a coaching approach to managing people whereby we:

- Encourage employees to take responsibility (so less 'telling' them what to do);
- Encourage them to raise their awareness (of self & others);

- Encourage them to develop solutions to work demands and issues.

Organisational feedback is critical in identifying development opportunities for the Council and as a result of reviewing the feedback from our external assessments, the staff survey and the Council's recent Corporate Peer Challenge, the indications are that we also need more emphasis on our ability to work collaboratively with both internal & external partners. This will support the ethos of a 'one council approach'; provide more challenge to silo working whilst also recognising the differences inherent in various service areas. Embedding customer service excellence standards across all services and using the values and behavioural framework consistently is also a focus for this updated Strategy

Council Values

The Council's Values and Behavioural Framework is a fundamental statement of how collectively and personally we approach our objectives and is integral to how we deliver on a day to day basis. All our people management practices are aligned to the Framework and we need to continue to ensure 'Taking Personal Responsibility, Putting Customers and Communities First, Embracing Innovation and Valuing Diversity' are embedded across the organisation. It also provides an excellent tool to help reinforce the development of great customer service behaviours as well as challenge poor partnership working attitudes.

Key Objectives

The new OD Strategy 2015-18 will continue to underpin delivery of the Council's priorities, and help achieve its vision of building a world class city for everyone. The key objectives of the Strategy are:

- Delivering an effective health and wellbeing programme for the benefit of all employees making it a central theme within day to day business;
- Continuing to invest to ensure staff are appropriately skilled and adaptable;
- Ensuring people managers have the skills to effectively engage, motivate and support staff to innovate and thrive;
- Attracting and retaining a high performing, diverse and motivated workforce, helping to cement the Council as an employer of choice
- Ensuring all employees deliver excellent customer service
- Promoting and embedding higher levels of collaboration, both internally and externally

What will success look like?

Successful delivery of this OD strategy will see the following achieved:

- Investors in People Gold Reaccreditation in 2017 and liP Champion status achieved;
- Recognition as a 'star' rated organisation with 100 Best Companies providing evidence of a highly engaged, healthy and motivated workforce;
- Customer Service Excellence accreditation extended across the Council and all employees having attended the appropriate customer service training ;

- External recognition for our high levels of performance and expertise;
- A 'One Council approach' embedded into all service areas with day to day practices and behaviours supporting collaborative working;
- Having diversity & learning truly valued with staff taking responsibility for their own performance, behaviours and development. This will be evidenced in part by an increasingly diverse workforce;

Strategy Implementation

The OD Strategy will be driven and delivered through:

- The Organisational Improvement & Customer Service Board which will drive the implementation of the Strategy through an agreed action plan, and utilise the Council's Programme and Project Management Framework to report and track progress;
- The Human Resources Team who will provide professional and strategic resource as well as support service managers in implementing required activity within their areas.

Chief Executive:

Director Organisational Development and Corporate Services:

Head of HR & Facilities:

Peter Sloman

Jackie Yates

Simon Howick

Appendix 2 – Risk Register

Risk ID	Risk					Corporate Objective	Gross Risk		Residual Risk		Current Risk		Owner	Date Risk Reviewed	Proximity of Risk (Projects/ Contracts Only)	
Category-000-Service Area Code	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	1 to 6	I	P	I	P	I	P			
SRR-008-PE	OD Strategy 2015-18	T	Failure to design and deliver an effective OD Strategy	Strategy not fit for purpose and not addressing the key organisational development issues	The Council will not be able to build upon and further develop its desired status of being a Great employer	22.12.14	5	3	3	2	2	2	2	Simon Howick	22.12.14	

18

Risk ID	Risk Title	Action Owner	Accept, Contingency, Transfer, Reduce or Avoid	Details of Action	Key Milestones	Milestone Delivery Date	%Action Complete	Date Reviewed
SRR-008-PE	OD Strategy 2015-18	Simon Howick	R	Develop and agree an updated strategy. Use 2013 staff survey and 2014 corporate briefings to inform the strategy. Engage staff and TU colleagues in development and roll out of all aspects. Ensure effective communications strategy in place.	Employee Assistance Programme live, Resilience programme delivered, Leadership & Management Development Programme delivered, Customer Service Excellence rolled out, various 'one Council' initiatives	As per individual project plans	30%	22.12.14