

Gloucester City Council

Committee	: GLT Cabinet Briefing Employee Forum OD Committee (for information)
Date	: 2 nd August 2011 17 th August 2011 7 th September 2011 26 th September 2011
Subject	: Organisational Development Strategy & Driving Gloucester Forward Programme 2011/13
Decision Type	: Non-Key
Ward	: All
Report By	: Julian Wain
No. Of Appendices	: A) Action Plan
Reference No.	: SNR 2011-21

1.0 Purpose of Report

1.1 To outline the Driving Gloucester Forward (DGF) programme for 2011/13

2.0 Recommendations

2.1 That the achievements of the Driving Gloucester Forward programme to date are noted and:

2.2 That the Action Plan at Appendix A is also noted.

3.0 The Journey

3.1 The Driving Gloucester Forward programme was launched in 2008 and has enabled teams and individuals across the council to develop new skills, new behaviours and new ways of working to improve performance across the organisation.

3.2 These objectives remain very relevant given the huge challenges facing local authorities and Gloucester in particular.

3.3 The council has faced a reduction in funding, restructuring, redundancies and service reviews so maintaining an engaged and skilled workforce in such challenging times is hugely important.

3.4 Our ability throughout the organisation to manage change and to equip staff with the right skills and behaviours will affect staff commitment and morale for the better. Supporting and encouraging staff to be as flexible, innovative and positive as possible is vital to enable us to meet the expectations of residents and the aims of the Council Plan.

- 3.5 The early stages of the programme were developed with consultants Q Learning and its objectives were to:
- Change behaviours and attitudes.
 - Introduce new ways of working with a strong focus on customers and innovation.
 - Involve and empower all staff, increasing energy and pace and improving staff morale.
 - Equip all managers with modern leadership and management skills.
 - Improve performance and achievement against our key aims.
- 3.6 Sharing the vision for the Council and Gloucester City was an essential first step on our journey. Our purpose was defined as ‘Building a Better Gloucester’ and this was detailed in the Corporate Plan 2008-2011. We now have our Council Plan, ‘transforming your city’ in place for 2011-2014 and it is now more important than ever that we engage our workforce to be as creative, innovative, efficient and customer focused as they can be, so that we meet the corporate priorities as detailed in the Council Plan.
- 3.7 To date the programme has consisted of three main components
- A series of ‘initiatives’ designed by Drivers and GLT
 - Staff engagement to ensure that staff at all levels develop new skills and experiences
 - A Leadership and Management Development programme.
- 3.8 **“Initiatives”**
- 3.9 Since the beginning of the programme in 2008 a series of initiatives have been developed to encourage better team communication, change attitudes and improve performance.
- a) **Team Time**
All team members are encouraged to take part in regular team time sessions which are held at least weekly. Team time gives everyone the chance to discuss team performance as well as corporate issues. Recent feedback from staff was very positive showing that many had daily Team Times and use it as their main tool for communicating changes both within their service and from across the rest of the organisation. “Best practice” identified from Team Time have been shared throughout the organisation using the In House magazine.
- b) **Team Boards**
Every team has a team board located within their service area this is to ensure that everyone has a common focal point for meetings which include all staff. Each board is customised to reflect the different teams and personalities but will also include standard information on team members, purpose, performance, social activities and important events.
- c) **Good to Great**
This is a self assessment tool which the teams can use to increase individual and team awareness in the context of 15 key performance areas. For each of the 15 key areas there are five different levels of performance that can be attained, ranging from one which is good to five which is great. Achieving a

score of 60 points would be considered to be 'world class' and 75 points is a worthy goal for the most exceptional organisations.

d) **1,000 Ideas**

This intervention is to encourage staff to provide suggestions on any ideas for improvements. These can be within their own service areas or for the good of the council as a whole. Some ideas that need extra supporting information or resources devoted to them are invited to the 'Dragons Den', where the opportunity is given for the suggestion to be considered by the Dragons Den panel which is made up of Members of the Gloucester Leadership Team (GLT), Drivers and a union representative.

e) **What Matters**

Is a consultation tool and used to facilitate conversations with internal and external customers in respect of the quality of the service that is provided to them and to identify "what matters" to them. As a result we are able to provide excellent customer focused services, providing what really matters. The crematorium used this approach when planning and designing their tea room, consulting with all stakeholders on issues such as access roads, improvements to gardens and demand for refreshment facilities.

f) **BE:ST (Beyond Excellence Systems Thinking)**

Was first piloted with the help of Q Learning in 2009 in 3 service areas; Housing, Legal and Building Control; to review and streamline existing processes helping to identify waste work. As a result all services found that they made savings in officer time and finances. This methodology is continually being used in the authority and as an example it has produced great results in Licensing, by reducing the number of visits it takes to apply for a taxi/private hire licence by introducing electronic and telephone payments and phone bookings for knowledge tests.

g) **Staff Event**

GCC has held three staff events to date in December 2008, January 2010 and January 2011. At these events the vision for the organisation is shared and the Driving Gloucester Forward programme updated. In the last two years the event has also incorporated staff awards for excellent performance, where colleagues can nominate a service or person for their contribution to organisational delivery.

3.10 **Staff Engagement & Development**

3.11 At the last staff event commitment cards were issued to staff where they could put forward suggestions and pledges about what they could do drive Gloucester forward. This information was collected and analysed for trends and as a result some of the suggested actions have been incorporated into our action plan (see Appendix A).

3.12 Training was made available for all staff in the following ways:

- Managing emails
- Decision making
- Writing persuasively
- Organisational skills

- Safeguarding

3.13 Leadership and Management Development

- 3.14 Another key element of our programme and our workforce development has been to create a comprehensive leadership and management development programme.
- 3.15 The aim of this has been to equip all managers with a range of skills and tools to enable them to successfully lead, manage and motivate their teams. It has met individual learning needs and reinforced behavioural change.
- 3.16 A new appraise system has been introduced and all staff have received training on the system and how it can help to inform their own personal development plans. This will then help them in setting their objectives that link directly to service development plans and understand how these then link into the Council Plan.
- 3.17 Training was provided to all managers in managing performance with workshops covering issues such as:
- Having performance conversations
 - Having learning & development conversations
 - Coaching for performance
 - Setting objectives and realising results
 - Evidencing performance

4.0 Progress

- 4.1 Driving Gloucester Forward has significantly impacted on both behaviours and performance. The outcomes that have been achieved to date can be summarised as follows:
- 85 ideas submitted by staff to date as part of '1,000 ideas', with 20 of those being implemented. One of these ideas was the installation of Dyson Airblade hand dryers in the bathrooms at the docks.
 - Results from our latest all staff event showed that 92% thought that the staff awards were either good or excellent.
 - 95% of staff think that we are well on the way or almost there with our aim to be a 'top performing organisation'.
 - 94% of staff said that the staff event gave them a better understanding of their role in Driving Gloucester Forward.
 - An increase in nominations for staff awards from 78 nominations in December 2009 to 208 in January 2011, demonstrated staff commitment and pride in becoming a Top Performing Organisation.
 - 27 staff have completed NVQ's during 2010/11:
 - Level 2 passes 12

- Level 3 passes 14
 - Level 5 passes 1
- Improvement in absence management through the introduction of a new occupational health service IMAS, resulted in quicker turnaround of reports and quality of advice given.
 - Self service of the HR system “Chris 21” will provide electronic payslips and provide the opportunity for employees to update their own personal details. This reduces the need for paper pay slips to be produced and HR officer time in updating records.
 - Number of cases where homelessness was prevented increased from 574 in 2009/10 to 633 for 2010/11. This was enabled as a result of using BE;ST and reviewing the process which provides rent in advance a tool used to prevent homelessness.
 - Minor planning applications processed within 8 wks improved by 5.4% from previous year. This improvement was made as a result of using a simple guide to BE;ST produced by one of the action learning sets, this supported services in streamlining processes and becoming more customer focused.
 - Planning reduced costs by no longer sending out paper copies of all applications to stakeholders. This saved money on paper, packaging and posting as well as officer time.
 - The introduction of the 360 degree feedback model which identified opportunities for all managers to improve Their performance based on feedback from their colleagues.
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4.2 Good leadership and management skills are impacting more consistently across the Council.

- Group and Service managers have completed Leadership and Management development programmes in 2010 and in 2011 as well as top up sessions to refresh and support the use of skills learnt.
- Positive feedback was received as a result of the Investors in People award received in June 2010. The assessor commented:
 - “I believe that you have made significant progress and effort to improving skills and behaviours, through ‘Driving Gloucester Forward’ and your leadership and management development programmes”.
- Introduction of member training in 2010/11 including:
 - A new induction pack for elected Members.
 - New Members Handbook issued to all Members of the Council.
 - Improved induction day, including an introduction to the Council from the Council’s senior management team and a market place event.

- A new programme for Member training including joint working with Councils from across Gloucestershire, where appropriate.
- Excellent performance levels have been achieved by services including:
 - Guildhall short listed as Britain's best small venue by NME magazine.
 - Housing strategy and enabling were short listed in the housing excellence awards when St Oswald's extra care village was nominated in the category; Best New Affordable Housing Scheme of the Year.
 - The Tourist Information Service voted best TIC in the South West.
 - The Contact Centre was accredited with the Service Mark Award.
 - Achieved a 'Gold' award for Gloucester in Bloom for five consecutive years.
 - Short listed for the 'Local Government Business Award 2010', in Sports Development and Neighbourhood Management.

4.3 A reputation MOT has recently been undertaken to help inform improvements to communications and the reputation of the City Council. As part of the conclusion it was said that "everyone I met was enthusiastic about working for the Council, despite the financial challenges there is optimism that things are changing for the better".

5.0 Future Work

5.1 Referring to Appendix 1, the Organisational Development Strategy lays out the plans for future development and engagement opportunities for the organisation in line with the core principles as set out in the Council Plan 2011 – 2014 'transforming your city'. We will....

- Provide strong, ambitious and enthusiastic leadership, putting the interests of the city first and we will act in an open and transparent way.
- Strive for value for money and only spend what we can afford.
- Consider the impact on the environment of everything we do.
- Strive for top performing services, built around you the customer, in partnership with the public, private and voluntary sectors.
- Consult and engage with the community to help shape the decisions we take, giving everyone a voice and looking after the most vulnerable in society.

5.2 A 'know our services' event is being arranged for Thursday 29th September in the Civic Suite, North Warehouse. This has been designed to satisfy many requests from colleagues to understand all responsibilities of the council and identify prospects for joint working between services. This will give staff the opportunity to register their interest to take part in developing planned activities, such as the 'Coaching & Mentoring' scheme, as mentioned in the action plan in Appendix A.

5.3 All staff to undertake Customer Service training during the month of September 2011. This initiative has been organised using a "train the trainer" method, making best use of skills already available in the Council.

5.4 An all staff event is planned to take place in January 2012, where the staff awards will be in its third year.

5.5 We are registered to take part in the Times 'Best Council Survey' during September 2011 and will be aiming to improve on our score in 2009 of 588.5.

6.0 Conclusions

6.1 The Driving Gloucester Forward programme for 2011/13 have now been developed and is based on a wide range of analysis including feedback from staff, Drivers, IIP report, results of the 'Best Council' survey and Human Resources. Building on the considerable change and performance improvement that has been achieved to date, the emphasis going forward will be to ensure that we create as much opportunity as possible for all staff to be fully engaged and develop within the organisation.

7.0 Financial Implications

7.1 The annual cost for staff development in vocational training and management training was £210k for 2010/11 and for 2011/12 the allocated funds are £179K. The budget allocated to the Drivers programme, which includes the production of all communications relating to the initiatives supported by the drivers including the staff event has been reduced from £8k in 2009/10 to £4k in 2010/11.

8.0 Legal Implications

8.1 None

9.0 Risk Management Implications *(Authors to complete) Identify all key risks (scoring 8 and above) for the recommendation including the impact and likelihood of the risk occurring and what measures will be taken to mitigate the risk.*

Without adhering to a clear plan and measurable outcomes the organisation runs the risk of disengaged, de-motivated staff without the necessary skills to perform effectively.

10.0 People Impact Assessment (PIA):

Please ensure you complete this section even if a PIA is not required.

Is a PIA required?	Yes	No	Explanation: The original PIA is now three years old and a new one is required to cover the different areas of the programme.
	/		
Has an initial PIA screening been completed?	Yes	No	Explanation:
Has a full PIA been completed?	Yes	No	Explanation:
Is the PIA available?	Yes	No	Explanation:

Has the PIA identified any negative impacts on any protected characteristic or community cohesion?	Yes*	No	*Please ensure PIA is available

Any Further Relevant Information:

None

11.0 Other Corporate Implications (this may include Community Safety, Environmental, Staffing, Trade Union)

None

Background Papers :

Published Papers :

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