

MIDDLESBROUGH COUNCIL



Corporate Affairs and Audit Committee

Report title	HR Service – Organisational Development Update
Chief Executive or Director	James Bromiley, Strategic Director of Finance, Governance and Support
Date	8 February 2018
Purpose of the report	The purpose of this report and presentation is to provide an update to the Committee on the work of the Organisational Development (OD) team.
Summary of the report	The report and presentation aim to provide an understanding of the nature of the OD related activities in relation to culture change and talent management and development that have taken place over the last 12 months and to outline the focus of the activities of the OD team for the next 12 months. The presentation also includes appendices that provide data on the take up of various learning activities managed via the Learning Management System (Middlesbrough Learns) and also classroom based workforce development activities.
If this is a confidential report, which exemption(s) from the Schedule 12a of the Local Government Act 1972 applies?	N/A
Decision(s) asked for	The Committee is asked to consider this update on the work of the OD team and to make the decision to support the planned OD activities for the next 12 months.
Impact of decision(s)	Agreement to support the planned OD activities for the next 12 months will enable the work on cultural engagement, talent management and development to continue. This will improve the capacity and capability of our workforce to contribute to the achievement of the Mayor's Vision and the Council's strategic priorities.
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What is the purpose of this report?

1. The purpose of this report and presentation is to provide an update to the Committee on the work of the Organisational Development (OD) team.

Why is this report necessary?

2. The need for an organisational development resource was identified as part of the Corporate Peer Review process and was subsequently included as an action in the Corporate Improvement Plan.
3. It was recognised that the council needed to identify the additional skills and capacity required to meet its commitment to delivering the Mayor's Vision and to meet future challenges.
4. The OD function was set up in October 2016 with the appointment of Jennifer Barker, OD Manager, who has since developed the OD team to ensure it can meet the needs of the organisation.
5. The report and presentation (attached at Appendix 1) detail the nature of the OD related activities in relation to culture change, and talent management and development that have taken place over the last 12 months and to outline the focus of the activities of the OD team for the next 12 months.
6. There are two main aspects to the organisational development work; driving and facilitating the organisational change needed through cultural engagement, whilst also ensuring that we have robust performance management in place, supported by an appropriately skilled workforce, with a strong talent pipeline to deliver future services that are fit for purpose.
7. Many of the objectives of the OD Team are included within the People Strategy, which is being managed as a Level 1 project via the Project Management Office. However, the OD work extends beyond this in responding to individual service needs for interventions to improve team working, performance management, etc., and providing individual coaching to managers, where a specific need is identified.

Presentation Outline

8. The first part of the presentation describes the ambitious programme of work that the OD team have delivered over the past 12 months. The presentation outlines the activities that have been carried out to support the delivery of organisational change through cultural engagement and details the work undertaken on talent management and workforce development.
9. The second part of the presentation outlines the focus of the OD activities for the next 12 months and its role in laying the foundations for the ambition of achieving the Sunday Times Best Companies to Work For in 2020.

10. Appendices at the end of the presentation provide data on the take up of the various OD related activities managed via the Learning Management System (Middlesbrough Learns) and classroom based activities.

What decision(s) are being asked for?

11. That the Committee notes the position set out in the report, and proposes for consideration any further steps it may wish to see taken to promote good practice in information governance within the Council.

Why is this being recommended?

12. To support the Committee in discharging its responsibilities in relation to corporate governance, which includes Human Resources, including Organisational Development.
13. The organisational development activities are an essential part of the Council's People Strategy and its five key themes of:
Great Leadership
Attract and Retain Great People
Create a Great Place to Work
Develop our People
Deliver Excellence
14. These key themes are underpinned by the Council's core values and behaviours and are essential to achieving the step changes in culture needed to deliver the Mayor's Vision and the Council's strategic priorities.

Other potential decisions and why these have not been recommended

15. The alternative decision would be to keep the status quo and not implement any further OD activities. This would mean that whilst a significant amount of work has been carried out in this area, the work needed to embed the required changes would not take place and it is unlikely that the required changes will be achieved.

Impact(s) of recommended decision(s)

Legal

16. The recommended decision has no legal implications.

Financial

17. There are no financial implications as the OD activities planned for the next 12 months will be delivered via existing budgets

The Mayor's Vision for Middlesbrough

18. The Council's People Strategy and related OD activities are directly aligned to supporting the Council to deliver the Mayor's Vision for Middlesbrough and the Council's strategic priorities by developing a strong culture of customer service and performance management, whilst at the same time ensuring that the Council has an appropriately skilled workforce, with a strong talent pipeline to deliver future services that are fit for purpose.

Policy Framework

19. The OD work is aligned with the HR policies that are in place.

Wards

20. There are no specific ward implications, although the outcomes of the OD work should impact on the council's overall and achieve improvements in customer service and service delivery to the local population.

Equality and Diversity

21. Protected groups would not be adversely impacted by the Committee's decision. An Impact Assessment has already been produced and agreed in relation to the People Strategy and the OD work forms an integral part of this strategy.

Risk

22. The decision addresses a number of risks in the corporate risk register in relation to the workforce including risks around employee engagement, recruiting and retaining skilled staff, reducing skills shortages, people management and performance management.

Actions to be taken to implement the decision(s)

23. The OD Team will continue with the work outlined in the presentation and as detailed in the relevant project briefs prepared for the management of the delivery of the People Strategy Programme.

Appendices

24. The HR Service - OD Update presentation is attached at Appendix 1 of this report.

Background papers

25. No background papers were used in the preparation of this report.

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