

Appendix 1



Corporate Affairs & Audit Committee Report

Organisational Development Update HR Service

8 February 2018

Jennifer Barker – OD Manager



Introduction

OD function was set up at the end 2016 with an initial focus to:

- deliver a programme of work, initiatives and projects, to support driving the necessary changes in culture, behaviours and new ways of working needed to ensure the future delivery of services and to achieve the Mayor's vision of a Fairer, Safer and Stronger Middlesbrough.

Future focus

- Fit for purpose infrastructure in place to inform and enable how we manage our attraction and skills development (talent pipeline) in Middlesbrough



Our agenda

Cultural Engagement

All staff have a sense of pride

All staff demonstrate our core values and associated behaviours

It's a great place to work

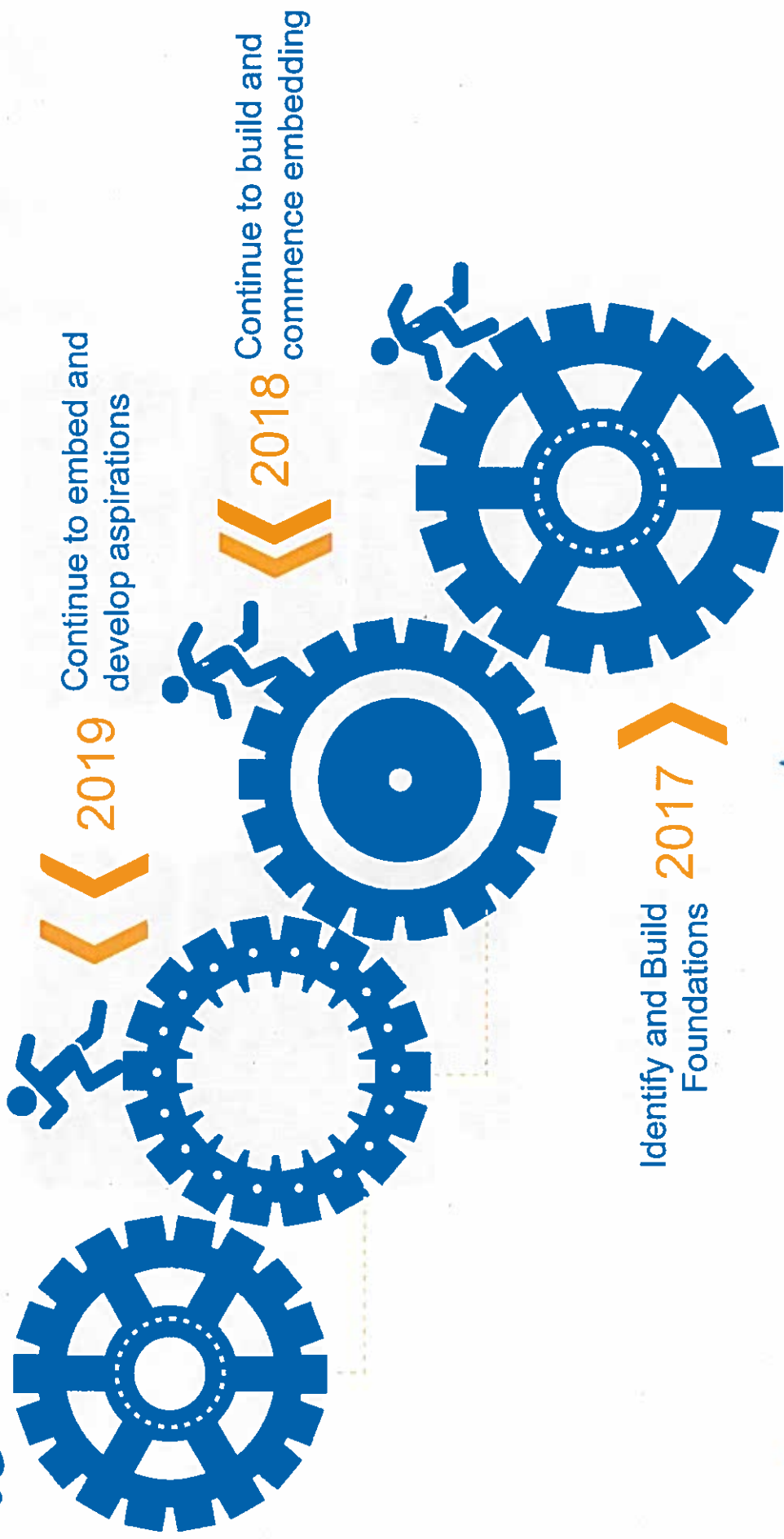
Talent Management and Development

Managers have the skills to lead from the front

We have the people and skills to deliver great services

Our staff are trained and our customers are at the heart of everything we do

 **Best Companies 2020**



Achievements over past 12 months

- **People Strategy**
 - Designed and developed a People Strategy
 - need identified through Peer Review and Council Improvement Plan



Achievements over past 12 months

- **Customer excellence project**
 - 1,600 Managers and Staff undertook customer excellence workshop
 - eLearning mandated in induction process for all new starters
 - March 2018 all staff will be expected to undertake eLearning module to refresh knowledge
- **Staff engagement videos**
 - All Directorates now have a “show and tell” video to allow all staff to understand the diverse and fantastic services we deliver to improve staffs sense of pride and lead to better customer service/engagement all hosted on the intranet to improve understanding of other services
 - Corporate Engagement Video designed from these videos to be used widely i.e. induction, recruitment, student community engagement and corporate events



Corporate Video



Achievements over past 12 months

- **Induction project – designed a suite of materials to support managers to deliver a robust & positive induction experience for new starters**
 - 165 new starters have attended monthly induction events
 - All new starters with Council computers undertake online induction module
 - Each area has resources to deliver local induction
 - Over 250 managers have been trained on how to use materials
- **Management & Team building support**
 - Supporting Managers with team building interventions (personality profiling)
 - Designed performance transformation intervention with Environment & Commercial Services and 3rd party supplier – currently underway.
- **Corporate values design and launch**
 - Supported Chief Executive to identify our core values
 - Will continue to ensure these are fully embedded and become part of our “DNA”

OUR VALUES



PASSIONATE about Middlesbrough

I believe in Middlesbrough
I am proud to work
for the Council!
I have a 'can do' attitude



INTEGRITY at our heart

I am open, honest
and transparent
I communicate well
with others
I treat others with respect



CREATIVE in our thinking

I always look to improve
I find solutions to problems
I am positive about change



COLLABORATIVE in our approach

I engage and consult
with others
I seek feedback from others
I understand the
needs of others



FOCUSSED on what matters

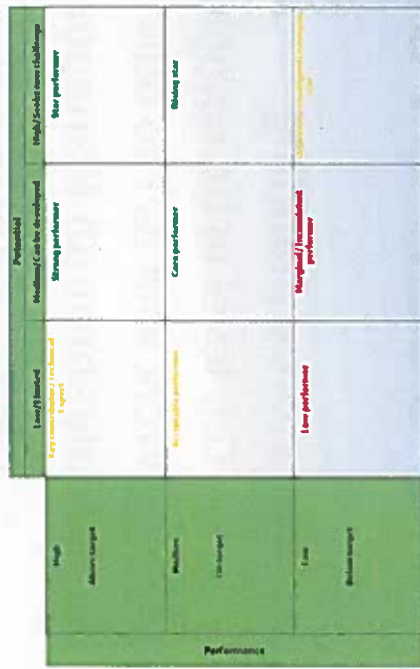
I understand the Council's
and my own priorities
I put my customer first
I deliver against expectations

Achievements over past 12 months

- **Launched Learning Management System (Middlesbrough Learns)**
 - Appendix 1 attached
- **Management & Leadership Academy Pilot launch**
 - First line Manager Academy (ILM 3 Accredited)
 - Leadership Academy (ILM 5 Accredited)
- **Middlesbrough Managers upskilling catch up sessions**
 - 76 extra trained to date & continue to run catch up sessions for new managers
- **Appraisal upskilling**
 - Trained in excess of 300 line managers on how to conduct effective appraisals
 - Designed eLearning module for Managers and Staff
 - how to deliver a great appraisal experience

Achievements over past 12 months

- **Introduction to coaching**
 - Designed and delivered training to provide managers with the skills required to be effective coaching Managers to support a drive for higher performance, personal accountability and empowerment within teams
- **Commenced workforce planning methodology**
 - LMT minus 2 levels



File	Incumbent	Emergency Candidate	Strong Successor - 2 Years	Potential Successor - 5 Yrs +	Stretch Successor - 5 Yrs +	Short-Term Risk Rating	Emerging Talent Risk
Director of Retail Sales Services	Ed Sully						
Accountants	Accountants	Accountants	Accountants	Accountants	Accountants	Accountants	Accountants
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Focus over next 12 months (1)

- **Workforce planning**
 - Top level to be completed with strategies in place by Sept 2018
 - Work with ICT to build database to support methodology & analysis
- **Middlesbrough Manager refresh**
 - Redefine the role of a Middlesbrough Manager to support delivery of our vision and values
 - Identify development programmes to support upskilling
 - Review behavioural frameworks & appraisal documentation to ensure new profile is captured
- **360 Degree feedback**
 - Implement 360 degree programme to all LMT and HOS by March
- **Leadership development**
 - Develop coaching bank for LMT and high potential HOS
 - Agree Leadership Development approach with CEX

Focus over next 12 months (2)

- **Business partner upskilling**
 - Develop our Business Partner population to ensure they have the skills and attributes required in their roles – 48 staff identified
- **Management Development Academies**
Talent identified through Workforce Planning Process
 - High potential aspiring Heads of Service
 - High potential managers with desire to progress higher
 - Rising stars with no current management responsibility with aspiration/capability to progress to a line management position within 1-2 years

Leadership
Academy

First Line
Manager
Academy

Emerging
Manager
Academy

Focus over next 12 months (3)

Business as Usual (+)

- **Business Partners** - ensure service areas receive a value added contribution from dedicated Business Partners
 - Children's and Adults Social Care – Jackie Simms (Business Partner)
 - ECS – Mandy Burton (Business Partner)
- Continue to run induction welcome sessions and monitor progress on new starter experience
- Delivery of learning directory demand led programmes
- Continue to deliver team building interventions and providing one to one coaching using Insights profiles
- Continue to focus on cultural change activities and embedding our values

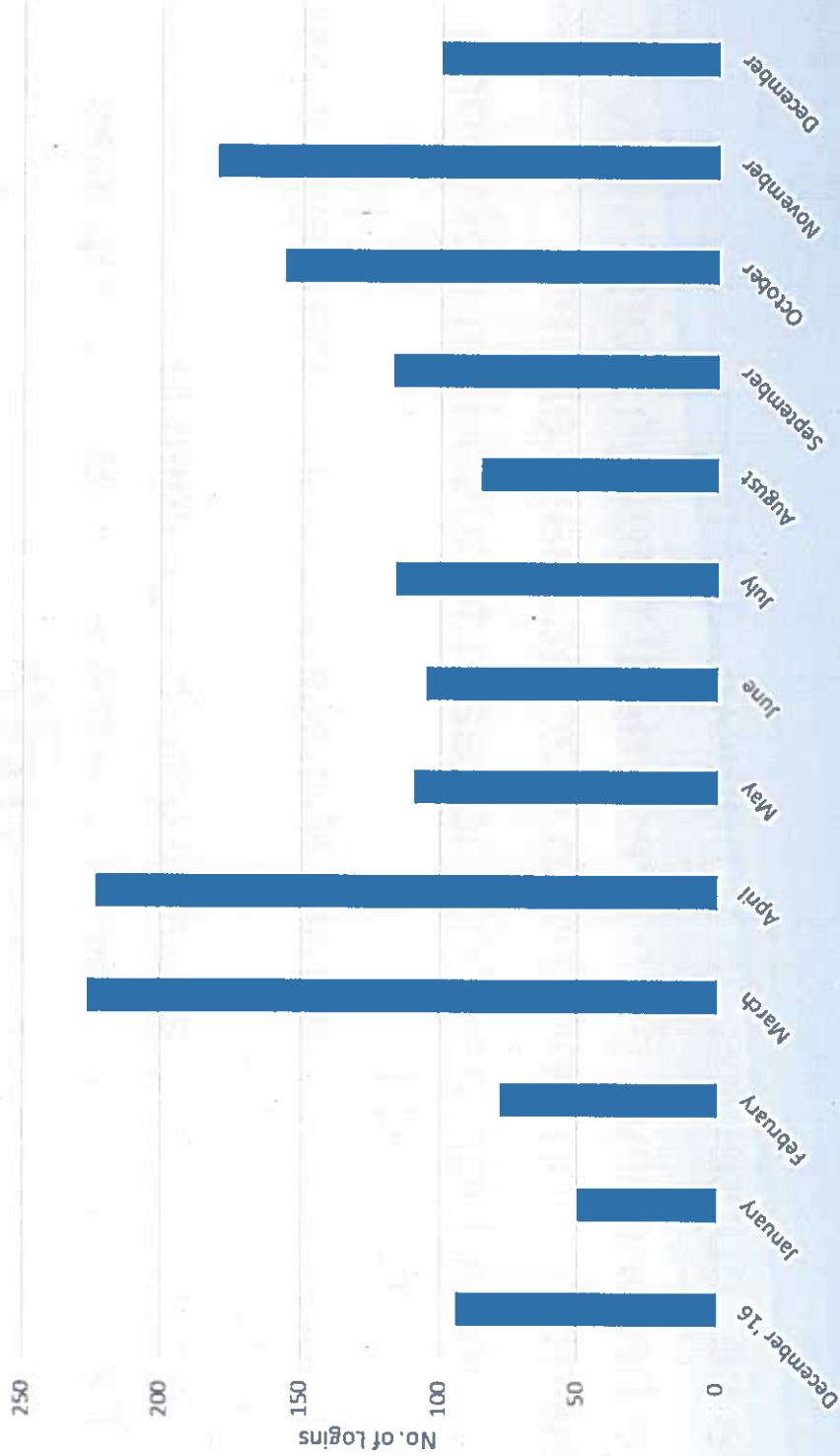
In conclusion

- We set ourselves an ambitious agenda
- We have delivered a great deal through hard work, determination and much discretionary effort
- We are a high performing team focused on delivering what's needed to:
 - Enable our Leaders and Managers to deliver the Mayor's vision and goals.
 - Support and drive our cultural change agenda
 - Develop the foundations to achieve our "Best Companies" ambition



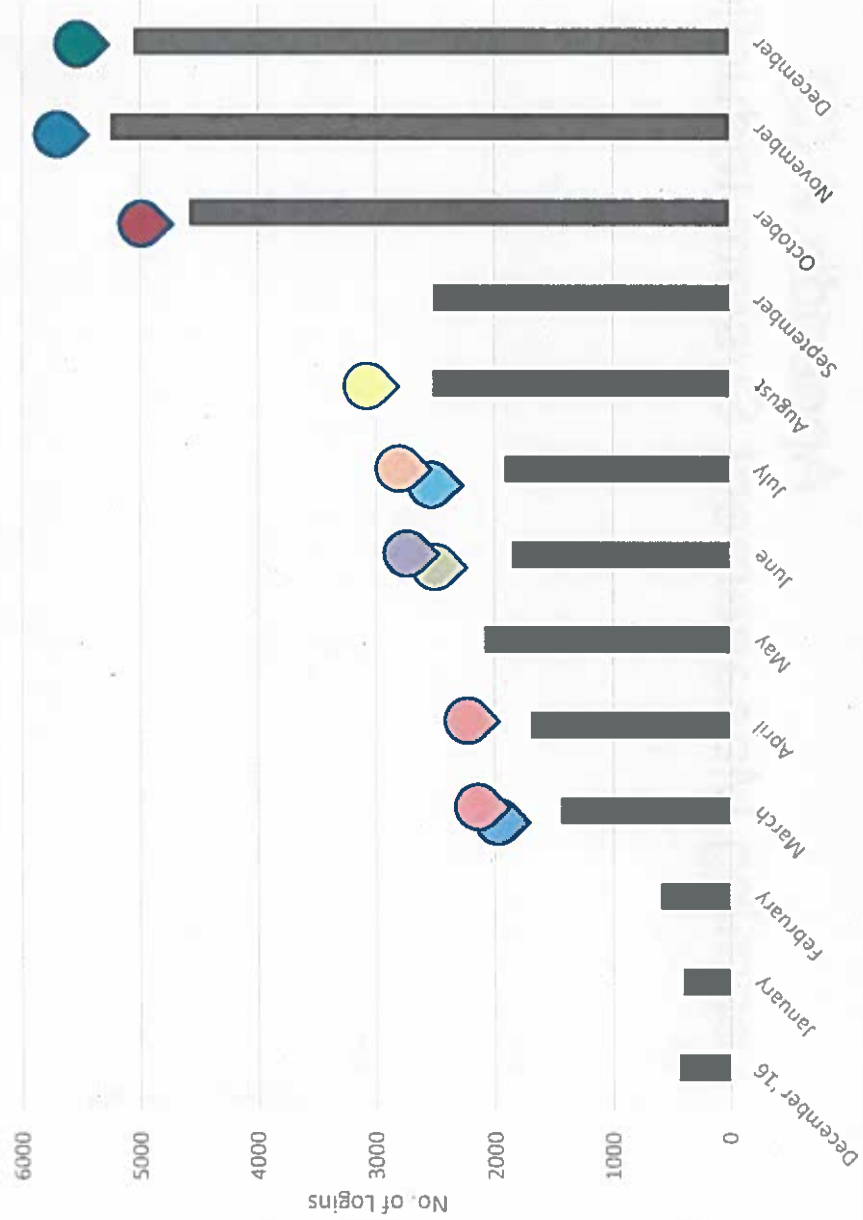
Appendix A (1) Learning Management System User Stats

New User Logins by Month



Appendix A (2) Learning Management System Log-in profile

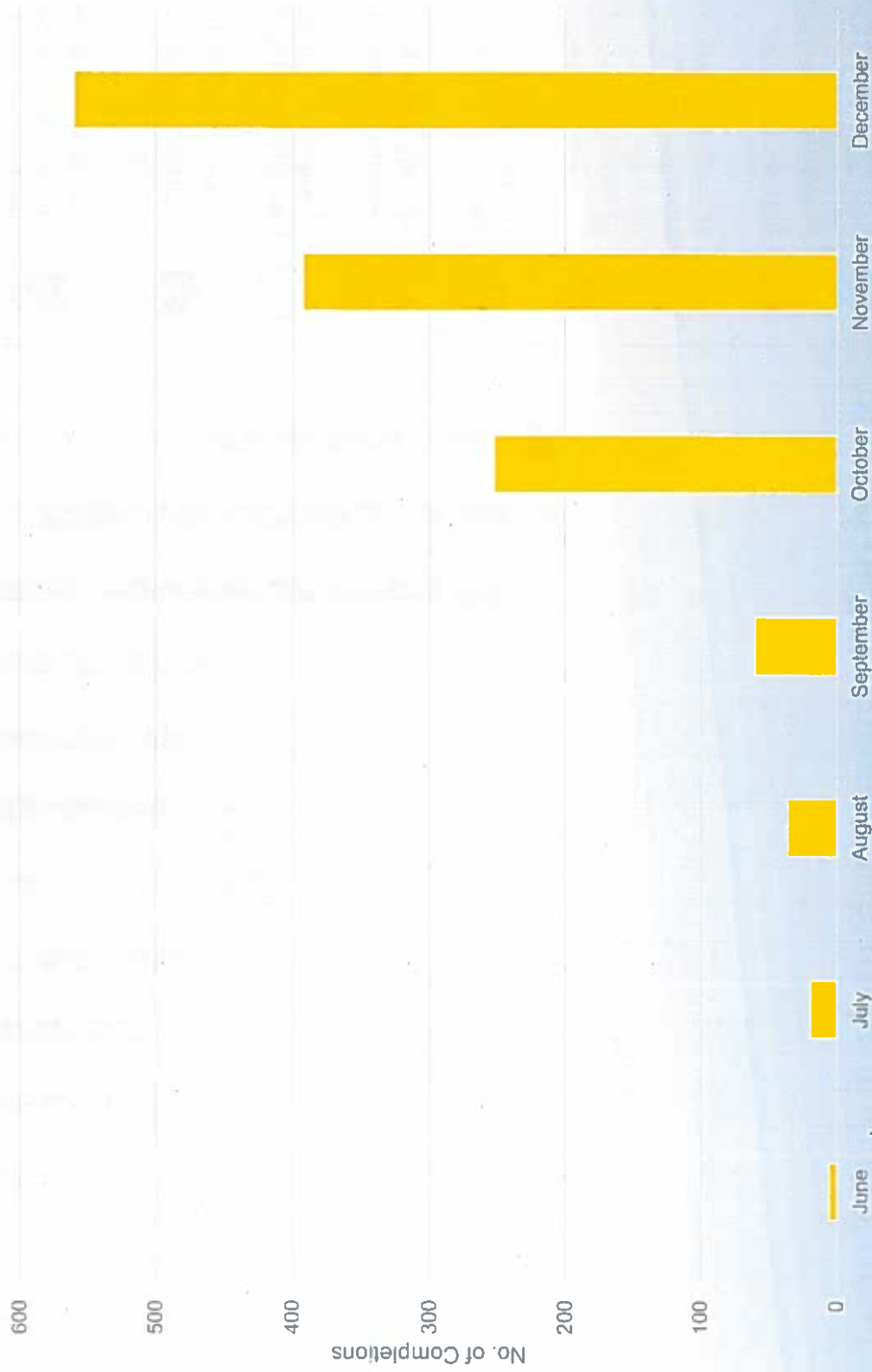
Total Logins: Dec 2016 - Dec 2017



Key Dates

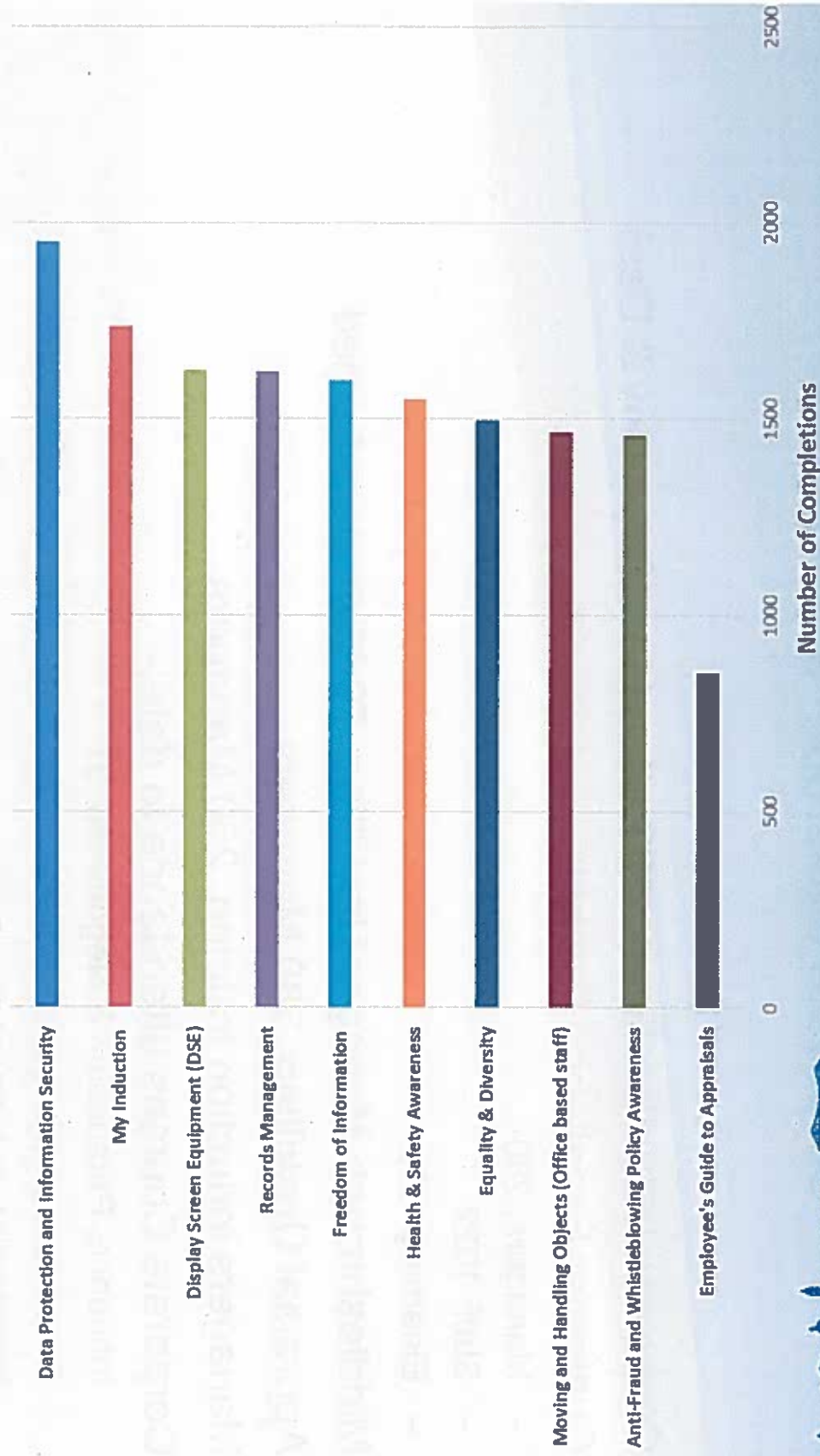
- 1st March: LMS Relaunch
- 1st March - 30th April: Appraisal Window
- 7th June: Managers Induction Briefings Launch
- 12th June: Induction Programme Launch
- 17th July: Customer Excellence Elearning Launch
- 26th July: My Induction Elearning Promotion
- 8th August: Equality & Diversity Elearning Promotion
- 5th October: Induction Programme rolled out to existing staff
- November: Reminders sent out for managers and staff to complete Equality & Diversity and Induction Programme
- December: Induction Programme Completion Deadline

Appendix A (3) Learning Management System Induction eLearning stats



Appendix A (4)

Learning Management System Top 10 Course Profile



Appendix A (5)

Corporate classroom event profile

- Corporate Induction Event: 163 attendees (Sept, Nov & Dec)
- Customer Excellence Project:
 - Managers: 280
 - Staff: 1022
 - Elearning: 530
- Middlesbrough Manager Upskilling: 76 Managers trained
- Appraisal Upskilling: 380 Managers
- Managers induction training: 250 Managers
- Corporate Courses attendance to date:-
 - Influence, Persuasion & Negotiation: 31
 - Time Management: 14
 - Introduction to Management: 18
 - Introduction to Coaching: 20