

EXECUTIVE MEMBER REPORT TO COUNCIL 29 March 2017

Programme Management

1. I am pleased to report that positive feedback on a high priority area, that of Programme Management has been received from Deloitte. Their latest report highlighted progress made against findings from January 2016 and reported in June of that year, to their latest findings of January 2017, with improvements being found in all five areas:
 - Planning
 - Governance
 - Reporting
 - Accountability
 - PMO (Project Management Office) structure.
2. They concluded that
'The significant progress that has been made in the last six months is evidence of the high levels of commitment from the Council. The implementation of a fully functioning PMO and associated systems and structures is a complex and difficult endeavour, and what has been developed will allow the organisation to support the implementation of key projects in a robust manner.'
3. All objectives set out in our Phase One Diagnostic Report dated June 2016 have been addressed to a high standard. The only area where progress achieved needs more time before the Council can be confident that permanent change has occurred is with regard to developing the 'Culture of Accountability'. This is not because the Council have not improved in this area, but because embedding a cultural change can take a significant amount of time, far beyond the timescales of this project. However, the progress made is in line with what would be expected at this stage of development and is very encouraging.'

Middlesbrough House

4. The building works within Middlesbrough House are due to be completed by 24.03.17 and it is planned that the building will re-open on 10th April, with a more official opening in May.
5. The works have included the redesign of the layout and facilities to ensure they are fit for residents to self-serve. As previously stated in earlier reports to Council, staff will also be available for those who need face-to-face help or help with using the self-serve facilities.

Middlesbrough Council Online

6. The website has been re-designed to make it easier and more straight forward for residents and other customers to reports issues or make service requests online at any time convenient to them.
7. They can also request a response to find out when their query has been completed, which is not the case with telephone contact.
8. For those using a mobile devise such as a smartphone, once permission has been given for connection to GPS tracking, it will establish the user's location and display it on the online map. The phone's camera can be used to take pictures that are uploaded into the query. This is particularly useful when out and about.
9. I have been using the facility for service requests within the ward, without the need to go back and use my tablet/computer or telephone to report an issue, (although there are a few areas where further work is required before they can be reported online). There has also been some positive feedback from residents who have used it to date.
10. It is necessary to initially set up a My Middlesbrough account, which is easy to do and only has to be done once:
 - 1) Go to Middlesbrough.gov.uk and click on 'My Account' which is on the top right of the homepage
 - 2) On the next web page click on 'Register'
 - 3) Complete the basic information, including name, address, and contact details.
11. Residents' accounts will keep a record of queries/service requests which they have made for them to refer back to.

Members Workshop-Onestop

12. A further workshop on the new members' enquiry system/onestop, to follow on from the one last year has been postponed, partly because it potentially clashed with an event outside of the Council that a number of members may have wished to attend that evening

IT

13. Middlesbrough Council's Agile Working offer is entirely voluntary and is designed to enhance service provision and staff productivity by adopting the most appropriate and effective way of 'getting the job done'. Middlesbrough's agile solution provides staff with one of three options:
 - Agile Worker - working between home and office
 - Mobile worker - working between home, office and other locations
 - Office Based - permanently office based
14. Given the requirement to vacate Vancouver House, the rollout of agile working (Phase 1) focused immediately on staff working in the town centre buildings.
15. Preliminary work to identify interest in agile working amongst staff began in January 2016, allowing for the creation of a roadmap to implementation. Staff across each

Outcome Area expressed their interest in Agile Working and provided their software configuration and hardware requirements. This created an understanding of how many agile, mobile and office based workers Middlesbrough Council would have in the town centre buildings.

16. In December 2016, the 398 staff who had move to agile working were surveyed with very positive results:

- 99% of staff said that Agile Working either met or exceeded their expectations (46% said it exceeded expectations, none believed it failed to meet expectations, 1% didn't comment);
- 89% rated the support that they had been given as very good or good when they had contacted the IT Helpdesk to resolve an Agile Working related issue;
- 82% of staff said they worked in an agile manner on one or two days per week, whereas 8% actually did so 5 days per week

17. At the end of November 2016, data from IT confirmed that at least 25% of agile workers were logging in from 'home' on any one day.

18. Agile Phase 2 will be rolled out to all volunteers in the Council's satellite offices

HR

Staff Survey

19. In alternate years, a short staff survey takes place and a short staff survey was carried out in November 2016 – January 2017. A more detailed full length staff survey will be carried out in November 2017. Overall this is an upward trend in response rates to 35.1% from 27.6% in 2015. The increased response rate in Environment is particularly noteworthy and results from close working between HR and the Trade Unions.

20. Each of the staff satisfaction questions recorded an improvement at a corporate level. In particular, there was a significant increase in respondents stating they are satisfied working for the Council, up to 85.4% from 71.8% in 2015.

- 84.5% of respondents claim that they are Very or Fairly satisfied with their jobs, up from 80.8% in 2015.
- Overall 85.4% of respondents are satisfied working in their service area, compared to 80.8% in 2015.

21. The survey included a free text area for staff to include any comments they wished to make. 181 comments were received in relation to the questions relating to job, service and Council satisfaction. Whilst, for the first time, there were a number of positive comments, nevertheless, the majority of the comments were negative (146 or 81%).

22. To ensure actions are taken in response to the survey findings, the Employee Engagement Working Group will produce an action plan to address any corporate issues identified. In addition, Directors will be provided with a breakdown of the comments for their Outcome area for more detailed local analysis and action planning. A communication plan will be implemented to ensure regular

communications to staff, initially on the overall survey results, followed by regular updates on actions taken, in the format of 'You Said, We Did'.

Organisational Development and Workforce Development

23. **Manager Customer Excellence Programme:** All workshop sessions have now been delivered and feedback has been extremely positive. Managers are now developing the content for the showcases for each directorate to build awareness of the great work the Council does. This content will also be utilised to create a corporate engagement video which will be used to support the future engagement initiatives including the new induction process.
24. **Employee Customer Excellence Programme:** The programme has started with the first session delivered on 2nd March, a further 53 dates have now been agreed over the next 3 months for over 1000 customer facing staff. The key focus is to ensure all staff demonstrate the skills, behaviours and attributes required to provide customer service excellence in line with the Customer Charter. Material is also being collated to be used for eLearning and toolkits to support the transfer of these skills to all employees at every level.
25. **Appraisal Upskilling:** All 15 training sessions have now been delivered with 376 managers attending and positive feedback has been received from all attendees. All managers will now hold appraisals over March and April following the new process.
26. **Middlesbrough Learns:** To support the roll out of the new Appraisal process Middlesbrough Learns (e-learning system) has been refreshed and re-launched on the 1st March 2017. All managers and staff are now encouraged to access the new Learning Directory on Middlesbrough Learns
27. **Induction:** There are a number of strands of work to support the improvement of how the Council inducts new starters. A survey has been completed to gain feedback on the induction process for all new employees who have joined the Council in the past six months. This will be used to inform the development of the new induction process. Work has started on building an Induction portal which will sit in Middlesbrough Learns and will signpost and direct new starters through the induction and on-boarding (new starter) process, to ensure they are equipped and have the information they need to undertake their new roles. This will be in place in April. A corporate monthly induction is being developed. This will be led by the Chief Executive and members of the Leadership Management Team. The team is also looking at building a framework for localised inductions, deadline for completion is June 2017

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