

<b>Report to:</b>	<b>Corporate Resources Overview and Scrutiny Committee</b>
<b>Report of:</b>	<b>Kathryn Cook , Interim Head of OD/Jonathan Evans Interim Head of HR</b>
<b>Date:</b>	<b>21 October 2015</b>
<b>SUBJECT:</b>	<b>HR AND OD UPDATE</b>

### **Purpose of Report**

To provide an update to the Committee about the three areas requested:

- 1) The latest workforce report for BCC
- 2) progress made in delivering the organisation's new performance management framework, "My Appraisal"
- 3) an update on the development of BCCs culture change programme

### **1) The Workforce report:**

The latest BCC workforce report is attached for information at Appendix A.

### **2) BCCs new performance management framework – "MyAppraisal":**

The MyAppraisal framework was launched on 1 May 2015 in response to staff concerns about the effectiveness of the previous PDR system. In total, 59 workshops were run (1909 attendees) to ensure staff understood how the new framework operated and what they needed to do to implement the new system. Help and advice about the new framework has been provided via People Solutions and an extensive communications process has been in place to ensure high levels of understanding and confidence in using the new framework.

Alongside this launch, we built a question into the latest staff survey (carried out in July/August 2015) to track its deployment so that, if required, additional support could be provided to line managers and individuals. Data from the staff survey suggested that c60% of staff have already commenced regular performance conversations. However we have clearly not yet reached a position whereby all staff are receiving regular performance conversations – and we need to address this. It is also important that they are 'quality conversations', ones that will impact positively on individual performance.

In response, we have developed a quality assurance process – led by representatives from each directorate and supported by "MyAppraisal Champions" - to encourage completion and ensure consistency and fairness. This process includes dip audits, surveys to a randomly selected cross section of the workforce, telephone surveys and general feedback.

Comprehensive help and guidance is provided on People Solutions to support all staff with any questions or queries that they may have on MyAppraisal. This information is regularly updated to ensure that all questions raised by staff can be answered within the guidance. Workshop materials are also available including the presentation, facilitator notes and exercises to enable teams to carry out their own My Appraisal workshop if required.

Work will continue through the remainder of 2015/16 to gauge the effectiveness of the roll out of the system and to identify where additional support is required.

### **3) Delivering Our New Culture**

Birmingham City Council is currently responding to a wide range of well documented internal and external challenges. Extraordinary financial pressure has been compounded by the findings of several high profile external reviews – the Future Council programme has been designed not only to respond to these reviews but also to provide a single framework to develop and embed a sustainable model for the ‘future council’ underpinned by cultural and behaviour change.

It is likely to involve radical changes in how we operate and will require a radically different culture to be developed and adopted by everyone who works for the City Council (staff and members) and will impact strongly on how we work with our trades unions and our partners. This will not happen overnight or quickly.

The Independent Improvement Panel has taken a particular interest in BCC plans to change its culture – both from the perspective of staff but also from a member and partner perspective. Measures are under development to ensure we can demonstrate the shift(s) in our culture as they take place, both as a way of ensuring what we are doing is working and to demonstrate to the Independent Improvement Panel that they are making a difference.

Carefully considered work is underway to create BCCs culture strategy and plan. Culture change is complex, difficult and requires a long standing commitment if it is to be successful and to be embedded into ways of working. Accepting however that culture change is difficult and takes time, a number of cultural change initiatives have already been launched to begin shifting our culture towards that which will be needed in the future:

- **Values and behaviours**

In late 2014/early 2015, staff helped us to define new values and behaviours which they felt would demonstrate a change in culture and how we operate. These have been embedded into the performance appraisal process (see above) as well as in to our key recognition event – the Chamberlain Awards. Through MyAppraisal we continue to embed these values and behaviours. They are also being weaved into our training, development and support packages.

- **360 feedback**

Our new 360 feedback process is also based on our new values and behaviours. It will enable senior leaders (employees and members) to understand the extent to which they demonstrate the behaviours required. Support is provided where required to help develop the required behaviours eg through formal learning and development. In addition, we are using thematic summaries to understand where collective development or support is required and we anticipate developing both a leadership and a management development programme. 360 feedback is now complete for CLT and is well underway for Cabinet and for JNC grades. 360 feedback will be rolled out to all members during the remainder of 2015/16.

- **Member development**

A comprehensive member development programme has been launched, based on development needs identified by members themselves. This cross party programme includes

development for new members, an ongoing development offer for existing members as well as a highly targeted, modular development for Scrutiny & District chairs and vice chairs. A member's 'portal' has been launched on People Solutions to enable access to on line learning and development and for members to access additional for information and guidance. Delivery is now underway. The LGA and other external suppliers are supporting the programme which also draws on internal expertise.

To date 70 members (out of 120) have either attended or committed to attend development sessions. A number of 1:1's with members have taken place to help members identify their training and development needs. To date 9 members have attended a 1:1 session with a further 3 scheduled.

The investment in member development is being carefully tracked to ensure not only that development needs are identified but are acted upon. The phased roll out of the 360 feedback process for members (starting with Cabinet and to be followed shortly by district and scrutiny chairs and later with back benchers) will result in individual development plans being created. Thematic development requirements will also be identified through this mechanism and will be actively addressed in the development programme.

- **Engagement with staff**

Staff engagement is going to be key to us bringing our people with us as we develop our new culture. One of the ways in which we will engage with staff is through the 'Big Conversation'. Two 'Big Conversations' have already taken place and have focussed on developing our new values and behaviours as well as developing the new performance appraisal framework. Big Conversation 3 is taking place in October.

We also have a network of 'Forward Champions' who have a role in enabling culture change by being an integral part of information sharing about key activities to colleagues within BCC. They will also act as a channel to feedback comments, ideas to the project team developing strategies.

- **New ways of working, flexibility and agile working**

Agile working is a key priority for the Future Council; it has been implemented to different degrees by most service areas. As part of the initial new ways of working staff in all CAB Buildings are encouraged to think how they can work in a more 'agile' way, which may include:

- working from different sites which may include your home
- using touch down areas prevalent in CAB Buildings in between the meetings if you have a number of meetings in a day
- Teams embracing increased sharing of desks, unless specifically allocated, and implementing the clear desk good practice.

To support the move to new ways of working, current BCC policies procedures within BCC have been reviewed as well as good practice from within BCC and other local authorities.

Guidelines are being developed to support good practice across BCC in support of the review of the policies.

## **Summary**

The HR and OD agenda is broad, complex and challenging, reflecting the scale of the 'people challenge' faced by BCC as the organisation goes through the inevitable changes associated with the transformation programme. There are very few metrics that directly measure culture change, however the metrics contained within the workforce report – appendix A (plus others identified above) will go a considerable way to demonstrate progress in this respect.