

SRBC OD Strategy - Covering Note

Background

The South Ribble Council Organisational Development Strategy (included at appendix 1) has been created to provide a structure to our approach to culture, capability, and development at an individual, service, and corporate level. It considers many factors such as the corporate strategy refresh, outcomes of the annual governance statement, staff survey, the development of leadership and management and COVID-19 recovery. The strategy has been designed as an interim programme to be implemented over a period of 12 months, with four key elements supporting its delivery, which include supporting effective leadership and management, communication and engagement, enabling workforce recovery and service and individual needs.

Over the medium-term, this will also enable the development of parallel strategies with Chorley Council, allowing for the sharing of resources and capacity whilst still responding to the different needs of each Council.

The success of the programme will depend on an organisational culture that rewards talent and high performance, empowers and enables people, and an environment that promotes and provides a confident workforce.

Objectives

The key objectives for this strategy are:

- To support the needs of our workforce, ensuring that effective interventions are in place to enable all of our staff to feel safe, happy, and confident in their work.
- To facilitate more effective staff engagement through feedback mechanisms including Staff Listening Days, Staff forum, and internal communications. This will help to enable all staff to be involved with the organisation and its development.
- To demonstrate investment in staff development and boost resilience by responding to individual and service level training needs, offering opportunities for personal and professional growth.
- To support the development of consistent management practices and robust performance management, for example through 1:1's, the performance review process and targeted management support.
- To develop the leadership team as an effective forum and function for driving change and improving performance across the organisation.

Interventions/outcomes to date

Intervention	Aim	Activity
<p>Staff Listening Days</p> 	<p>The aim of Staff listening Days is to create an opportunity for staff to listen to key messages/updates directly from the Chief Executive. The sessions also include a question & answer session where staff can anonymously ask questions or raise concerns. This activity has been adapted during the COVID-19 pandemic and has moved online on a more frequent basis to ensure increased communication and visibility through the pandemic.</p>	<p>To date we have delivered 5 Staff Listening Days, with high engagement levels and positive feedback. This demonstrates positive communication that supports an open, transparent, and engaging culture.</p>
<p>Employee Engagement Forum</p> 	<p>The Employee Engagement Forum has been created to support a positive two-way communication channel where staff and the senior management team can share information, discuss key internal messages and hot topics, with the goal to improve internal communications and employee engagement.</p>	<p>The Employee Engagement Forum will be launching on Thursday 17th June via Microsoft Teams, we are encouraging all teams to get involved, with 15 members of staff having volunteered so far.</p>
<p>Training Request Process</p> 	<p>To review the current training request processes and practices at South Ribble Council at both an individual, service, and corporate level. The aim of this review is to ensure consistency and streamline and simplify access to training for all staff.</p>	<p>The new training request process proposals have been drafted to be adopted in June this year.</p>
<p>Learning Hub</p> 	<p>To successfully implement and embed the new learning management system that provides interactive, high quality and flexible online learning accessible to all employees. (See appendix 2)</p>	<p>The Learning Hub was launched across the Council on the 1st February 2021. The platform will offer a range of learning opportunities from mandatory training, leadership and management and health and well-being. The next stage of the launch will be to roll out the first phase of the mandatory training.</p>

<p>Online Induction</p> 	<p>To review the recruitment and onboarding process with the implementation of a new digital induction process, that provides new starters with the right information and consistency from the start. The induction will support governance such as mandatory training as well as employee engagement. This work will be aligned to the HR Transformation programme.</p>	<p>Organisational Development is currently working with a number of teams across the Council to build a new online induction site, which will transform the induction process onto a virtual platform, to improve new starter experience, with the launch taking place at the end of July 2021.</p>
<p>Mandatory Training Framework</p> 	<p>To build a robust mandatory training framework through the learning management system, to improve the induction process, employee experience and to ensure high levels of compliance, with standardised reporting and monitoring.</p>	<p>A full review of the mandatory training requirements is currently underway. Organisational Development is working with a number of teams across the council to create high quality, tailored training in line with the Councils processes and procedures, that supports corporate training needs.</p>
<p>Performance Review Process</p> 	<p>South Ribble Council have recently re-introduced a new Performance Review process for all staff. The aim of this process is to ensure that an effective and consistent approach is taken in terms of regular structured conversations to support personal development across the organisation, providing time for staff and managers to discuss performance, objectives, health & well-being and training requirements.</p>	<p>Round 3 of the Performance Review process came to a close in May 2021, with a key emphasis on regular conversations, development needs and health & wellbeing. As the full cycle of the Performance Review process has now been complete, a full review will take place to enhance the process and improve employee experience moving forward.</p>
<p>Flair Programme</p> 	<p>The Flair programme offers leadership/management and development training for talented individuals who are aspiring to future career progression, this may or may not include the aspiration to become a manager. Providing the opportunity for staff to access the Flair programme will help to support talent development and succession planning within the Council.</p>	<p>The first cohort of the talent development programme has been delivered and we have received positive feedback and engagement, with the cohort really benefitting from the mentoring and networking support provided. We will be looking to deliver the 2nd cohort in September 2021. This intervention demonstrates investment in staff development and boosts resilience by offering opportunities for personal and professional growth.</p>

<p>Leadership Development Programme</p> 	<p>To support the new Shared Directors, a fast track development programme has been developed consisting of 360-degree feedback, executive coaching, and development action planning as part of establishing the single shared leadership team.</p>	<p>The executive coaching is currently underway, with positive feedback received so far, with the 360-degree feedback exercise commencing in June 2021, this will help to develop the personal development plans moving forward.</p>
<p>Listening Day Working Groups</p> 	<p>The aim of the Listening Day Working Group will be to discuss the 4 big conversations that arose from the staff survey results and for staff to put forward their ideas on how we can improve employee experience and the services we provide.</p>	<p>There are 4 staff working groups across the Council focusing on health & well-being, communication, change and line management. There are 31 members of staff involved, with 26 interventions, the next round of working group meetings will be taking place in June 2021. This provided another platform for staff to share their feedback and improve employee experience by developing the key areas identified as part of the staff survey.</p>
<p>Health & Well-being Pulse Survey</p> 	<p>The health and well-being pulse survey was created to maintain a view of overall employee health and well-being and to gauge how staff were feeling about remote/office working in the future. This information will help to understand where support offered by the Council may need to be tailored or activities prioritised to address any concerns or issues.</p>	<p>In total 159 employees completed the survey; the data has now been analysed and results have been communicated to staff. An action plan has been developed in response to set out how we will support staff well-being and improve overall satisfaction over the coming weeks and months across South Ribble Council. The action plan will be shared shortly with staff for their feedback. The survey will be repeated in 6 months' time, to review progress.</p>
<p>Health & well-being Support Days</p> 	<p>To facilitate a supportive and caring working environment, health and well-being support days will be organised to raise awareness of the health & well-being support available to staff.</p>	<p>Discussions are underway with Organisational Development and the health & well-being working group to organise the next Health & Well-being support Day for October 2021.</p>

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South Ribble Borough Council

Organisational Development Strategy

Introduction

South Ribble Council is becoming a different and more agile organisation. We are exploring opportunities to do things differently, examining the way we work, the way we deliver high quality customer based services and the way we behave with a focus on the efficient and flexible use of our resources.

Success will depend on an organisational culture that rewards talent and success, empowers and enables people, and an environment that promotes and provides work-based learning that gives people the confidence to take decisions where it is necessary and appropriate to do so.

The following strategy is designed as an interim programme to be implemented over a period of 12-months and is to be focused on several current challenges including governance, performance, and the impact of COVID-19. Over the medium-term, this will also enable the development of parallel strategies with Chorley Council, allowing for the sharing of resources and capacity whilst still responding to the different needs of each council.

Aim

The South Ribble Organisational Development Strategy has been created to structure the approach to culture, capability, and development at an individual, service, and organisational level. There are six factors that have influenced the design and development of the strategy:

- 1 The refresh of the corporate strategy, vision and priorities
- 2 Outcomes of the annual governance statement, including supporting governance, a strong performance culture, and internal communications
- 3 The development of consistent and effective leadership & management skills
- 4 Staff survey findings including managing health, wellbeing and stress management, cross services communication, line management and change and transformation
- 5 Transformation programme and further development of Shared Services
- 6 COVID-19 recovery

Objectives

The main objectives of the strategy will be:



To support the needs of our workforce, ensuring that effective interventions are in place to enable all of our staff to feel safe, happy, and confident in their work.



To facilitate more effective staff engagement through feedback mechanisms including Staff Listening Days, Staff Forum, and internal communications. This will help to enable all staff to be involved with the organisation and its development.



To demonstrate investment in staff development and boost resilience by responding to individual and service level training needs, offering opportunities for personal and professional growth.



To support the development of consistent management practices and robust performance management, for example through 1:1's, the performance review process and targeted management support.



To develop the leadership team as an effective forum and function for driving change and improving performance across the organisation.

Key Themes

The 2020/2021 strategy has four integrating elements relating to its delivery:



The delivery of these key elements will be through a series of interventions. Many of these will be used across the elements but will be targeted and utilised based upon achieving the objectives.



Communication & Engagement

Positive two-way communication between management and employees will support an open, transparent and engaging culture, by ensuring regular and consistent messages are provided, providing a platform for employee voice and ensuring employees feel included and involved in the decision-making processes and changes at the Council.

Key Intervention: Staff Forum

A bi-monthly staff engagement forum chaired by the CEO or a member of the Leadership Team will allow representatives from each team to discuss key issues within the organisation and share their views with senior leadership. This will enable two-way communication to take place between staff and management, allowing employees to have their say and ask questions about key issues and concerns.

Staff suggestions put forward via the corporate suggestion box, a mechanism for continuous staff feedback, can be discussed within the staff forum with the Leadership Team. Actions from these discussions can be communicated back to staff via a “you said, we did” update, to ensure all staff suggestions are listened to.

Staff within the Shared Services Team will have the opportunity to attend both Chorley & South Ribble staff forums to discuss matters at both Councils.

Minutes from the meeting will be published on Connect to cascade messages and information back to the teams.

Key Intervention: Staff Listening Day

Staff Listening Days chaired by the CEO help to keep open lines of communication between leadership and employees by providing regular updates and communicating key messages. This helps employees to understand the Council’s strategic direction and next steps. As well as informing staff of key updates, it is also an opportunity for leadership to listen and respond to staff concerns through the anonymous question & answer session.

Staff Listening Days will be conducted every 2 months via Microsoft Teams Live to ensure regular updates are provided during these uncertain times. These sessions will also be recorded, making it easily accessible for staff to join the event or catch up at a later date.

The next Staff Listening Day Event will take place in September 2020, Staff will be asked to put forward their suggestions of what topics they would like to hear about to address all areas.

Areas of work to consider for future Staff Listening Days are:

- COVID-19 & recovery update
- Health & Well-being
- Shared Services
- Structure of Local Government in the region

Staff within the Shared Services Team will have the opportunity to attend both Chorley & South Ribble Staff Listening Days to gain an update from both Councils.

Key Intervention: Listening Day Working Group

The aim of the Listening Day Working Group will be to discuss the 4 big conversations that arose from the staff survey results and for staff to put forward their ideas on how we can improve employee experience and the services we provide. From these discussions an action plan will be developed, with key initiatives to help improve the areas that staff have identified. This is a great opportunity for staff to get involved in the decision-making processes at the Council and to take positive steps to ensure staff have the best working environment possible. Initial discussions will take place on the 4 big conversations and priorities will be agreed, thereafter the action plan will be reviewed as a group on a quarterly basis.

The 4 big conversations, up for discussion are:

- Managing Health, Wellbeing & Stress Management
- Cross Services Communication
- Line Management
- Change & Transformation

The Listening Day Working Group will be formed of staff volunteers and manager nominations. The Working Groups will be chaired and facilitated by a member of the Leadership Team. Action plans will be shared with staff across the Council and regular updates will be provided on progress made via a “you said, we did” campaign.

Key Intervention: South Ribble Working Together Newsletter

In June 2020, the Communications Team published the first South Ribble Working Together staff newsletter. This method of communication provides key updates and news from across the Council, whilst we are all working in new ways due to the COVID-19 pandemic.

As this is the first newsletter of its kind, staff have been asked to provide feedback and put forward suggestions for the next Staff Newsletter. The aim is to produce the staff newsletter every month to keep staff informed.

Key Intervention: Learning Management System

The implementation of a flexible, interactive, and engaging learning management system, the Learning Hub will help to embed a positive learning and development culture by offering any-time access to a range of online training from mandatory, Council tailored and management & leadership development. This will follow a blended learning approach and provide different types of learning methods for all learning styles. The Learning Hub will also give staff the opportunity to collaborate with other staff, look up resources, complete assessments and get involved in the CPD Points Challenge to engage staff in training and to consolidate learning.

Training will be provided for super users and managers responsible for scoping & delivery service specific training.



Supporting Effective Leadership & Management

Effective leadership and management can help to support and engage staff from across the organisation. Having individuals with high quality leadership and management skills will help lead to sustainable change, effective decision-making, and a focus on improvement throughout the Council.

Key Intervention: Leadership & Management Development Programme

Following the review of personal development plans, staff survey feedback, a review of leadership and management competencies and the emerging new skills required as a result of the COVID-19 pandemic, this information will be used to develop a Leadership & Management Development Programme to equip management with the skills they need to drive improvement through the Council. Development areas will be aimed at different levels and will focus on leadership skills and middle management training.

This programme is likely to include:

- Coaching
- Change Management
- 360-degree feedback
- Resilience, adaptability & Compassion Training
- Communicating with impact Training
- Performance Improvement
- Project Management Training
- Emotional well-being
- Time Management
- Investigation Training
- Continuous feedback & development

Key Intervention: Flair programme

The modules for the next Flair programme are:

- Introductory Session
- Understanding the Bigger Picture
- Personal Effectiveness as a Manager
- Basic Leadership & Management Skills
- Effective Interpersonal & Relationship Skills
- Review of Learning & Portfolio Presentation

Providing the opportunity for staff to access the Flair programme will help to support talent development and succession planning within the Council.



Enabling Workforce Recovery

COVID-19 has had an unprecedented impact on our workforce, changing the way that we work and bringing uncertainty to our operations and working arrangements. This theme will support our staff by placing an organisation-wide focus on health and wellbeing and listening to staff to find out how our Council can best adapt.

Key Intervention: Health & Well-being COVID-19 Support Hub

The health & well-being COVID-19 support hub has been created to ensure employees are provided with the necessary resources and support they need during the COVID-19 pandemic. The resources provided range from mental health support, working from home guidance and physical activity tips. These resources are accessible to all staff across the Council and will be reviewed and updated on a regular basis.

Key Intervention: Health & Well-being Network

The internal health & well-being network is a group of staff consisting of health & well-being champions from each team across the Council along with mental health first aiders and HR representatives. This group will help to improve the Council's health and well-being culture and support employees either returning to the workplace safely or working remotely during these uncertain times. This forum will give staff an opportunity to collaborate, share their concerns and discuss initiatives and ideas to improve employee's health and well-being across the Council.

A group meeting will be held every 3 months and from these discussions an action plan will be developed and reviewed to monitor the progress made. To encourage staff to get involved to make a difference, health & wellbeing workshops will be conducted during these sessions to improve staff knowledge and understanding in this area.

Key Intervention: Health & Well-being Support Days

To facilitate a supportive and caring working environment during these uncertain times, whether staff are returning to the workplace or working from home, Health & Well-being Support Days, will provide staff with a range of support from counselling and mindfulness sessions, anxiety management, health & well-being advice, financial education, bereavement support, physical activity and nutrition advice specifically focused on the impact of COVID-19. These Support Days will be arranged every month, while employees are adapting to new ways of working.



Service and Individual Needs

Individuals across the organisation all have different and evolving personal development needs. The aim of this theme is to allow access to high-quality, readily available training, enabling staff to lead their own development.

Key Intervention: New Performance Review Process

South Ribble Council have recently re-introduced a new paper-based Performance Review process for all staff, with round 2 of the process closing in September 2020. Fully embedding the Performance Review process will help to ensure that an effective and consistent approach is taken to personal development across the organisation, creating time for staff and managers to have discussions around strengths, successes, areas for development, health & well-being, opportunities, aspirations and concerns.

The new Performance Review process will be a continuous cycle and will be carried out three times per year. The process will also be supported by the 1-2-1 framework to ensure regular and on-going feedback is provided to enhance knowledge and skills and to inspire and motivate staff to be the best they can be.

The new process consists of an employee self-assessment, manager assessment, Performance Review meeting, objective setting, and a personal development plan. Development needs identified within the personal development plans will help to form a comprehensive corporate training plan and key interventions for the future.

Performance Review training will be provided for employees and managers to assist staff through the process. Support will also be provided to ensure managers can effectively carry out an effective performance review and quality conversations.

Key Intervention: Corporate Learning & Development Programme

The Performance Review process provides a key opportunity to identify training needs of individuals and services, a full review of the requirements and the completion of a training needs analysis will help to form a Corporate Learning & Development Programme.

It is expected that the programme will, as a minimum, include support for:

- Remote working
- Health & Well-being Training
- Corporate governance policies & strategies
- The Transparency Code
- Governance & ethical awareness
- Performance management & data quality
- HR Policies

These training sessions will be delivered with a blended learning approach in mind via virtual classrooms, e-learning and staff listening day sessions.

To engage staff in training and CPD opportunities, staff will be able to take part in the CPD Points Challenge, where staff will be able to collect CPD points (1 point for 1 hour of CPD completed) for attending sessions. Recognition will be provided for staff who pursue development opportunities with the most points at the end of the year. The CPD Points Challenge can be recorded & monitored on the learning management system.



Measuring success & Reviewing Interventions

The success of key interventions will be measured quarterly to inform the effectiveness of current provision and identify areas where further support may be necessary. Feedback from measures and reviews will also be utilised in the development of subsequent OD strategies.

Key measures include:

Staff Forum Feedback Survey

Staff will be asked to complete a short staff forum evaluation form online after the session has taken place to gauge if staff found the session beneficial and a good use of their time. Staff attendance will also be measured to gauge employee interest and engagement.

Staff Listening Day Feedback Survey

Staff will be asked to complete a short Staff Listening Day evaluation form online after the session has taken place to gauge if staff enjoyed the session and found it beneficial. Staff attendance will also be measured to gauge employee interest and engagement.

Listening Day Working Group

As part of the Listening Day Working group an action plan will be developed based on the big conversations that arose from the staff survey results. The action plan will help to review and monitor the interventions put in place. Actions will be measured through a “you said, we did” campaign by measuring the percentage of actions that have been completed with positive outcomes.

Leadership & Management Programme & Flair Programme

All participants will be required to assess their competency both before the programme and after the programme to measure progress made. Opportunities for development will be identified to plug any skills/competency shortages.

A further session 6 months after the conclusion will measure success and determine whether the skills have been transferred to the workplace and methods to provide a continued learning experience have been successful. Data from sponsors will be collected to determine skills transfer and delegates will be monitored in terms of progression and retention.

Health & Well-being Network

The success of the Health & Well-being Network will be measured against the percentage of actions completed, positive outcomes and feedback from health & well-being initiatives arranged and absence rates.

Health & Well-being Support Days

The success of the Health & Well-being Support Days will be measured from the feedback received after each support day. Employees will be asked to complete a short survey to find out if staff found the sessions beneficial, what worked well and what could be improved for next time, this rich information will help us to determine engagement levels and the success of the events.

Performance Review Process

The new Performance Review process provides an opportunity for staff to self-reflect on their performance and to measure the skills, competencies, and behaviours across the board. We will be able to use the PDP data to understand corporate and service level training needs.

Performance Review completion rates will also be gathered to measure compliance and to identify if teams need further support with the new process.

Corporate Training & Development Programme

The evaluation facility on the learning management system will be used to gain course feedback from delegates.

Assessments will help to identify if learning has taken place along with evidence that skills have been transferred to the workplace.

CPD hours will also be measured through the CPD Points challenge, the number of points collected, and attendance rates will allow us to measure engagement levels.

Staff Survey

The success of the OD Strategy will be measured by the 2021 Staff Survey, which will measure staff responses in terms of the OD interventions put in place and the training and development opportunities at the Council.

Appendix 2 – Learning Hub



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WORKING TOGETHER



Induction



Training Library



Mandatory Training



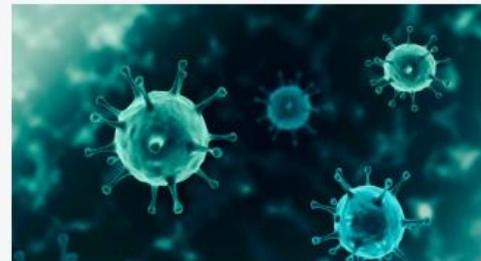
Health and Safety Training



Leadership and Management



Health and Wellbeing



COVID-19



Organisational Development

Access training programmes and employee engagement activities here

Appendix 2 – Online Induction



Home

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Find Learning

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Support



WORKING TOGETHER



WORKING TOGETHER

Welcome to the online induction,
please follow the steps below to get started

