

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee  
**DATE:** 12<sup>th</sup> April 2017  
**CONTACT OFFICER:** Surjit Nagra, OD/HR Business Partner  
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**WARD(S):** All

### **PART 1** **FOR INFORMATION**

#### **ORGANISATIONAL DEVELOPMENT (OD) PROGRAMME UPDATE**

##### **1 Purpose of Report**

To provide an update on the achievements of the OD Programme 2016-17 and outline the 2017-18 plans.

The OD Programme is aligned with:

*We will recruit, retain and develop high quality people who are committed to Slough and supported to do their job – Five Year Plan 2017-21 Enabler; and*

*Develop a well-trained workforce of staff and managers at all levels, which understand and promote dignity at work to all – One of the council's Equality Objectives.*

##### **2 Recommendation(s)/Proposed Action**

The Committee is requested to resolve that the Organisational Development Programme update is noted.

##### **3 Supporting Information**

In the October 2016 report to this committee, members were updated on the OD function and purpose to promote Slough as a learning organisation. The 2016-17 OD programme has now come to a close and its theme was 'safety and effectiveness' with a new and structured Mandatory Training Schedule.

In support of the programme, the OD team has introduced the following methodology to evaluate the programme formally:

- Monthly reporting to capture mandatory and Continuing Professional Development (CPD) compliance at individual employee level based upon new establishment data;
- The activation of a digitalised booking system for all employees to access their internal training courses with a complementary online directory ; and

- Course evaluations through delegate online surveys and face-to-face interviews to capture the quality of delivery.

### Culture Shift

Our employees are to be congratulated for dedicating their time and energy to Slough and their commitment to 2016-17 OD Programme coupled with the dedication of our in-house and external subject experts and trainers. The programme has required a culture shift as:

- All employees were required to complete a series of e-learning modules from June 2016 – March 2017, based upon Five Year Plan drivers and Health and Safety Executive requirements. This required a commitment of each employee of 30 minutes to 1 hour per month.
- All frontline employees were required to complete classroom training relevant to their roles such as safeguarding adults and children; WRAP (workshop to raise awareness of PREVENT); and Personal Safety for Lone Workers.
- All new permanent employees were required to attend corporate induction within two months of joining the organisation. There were also some tailored induction sessions for the Children, Learning and Skills and Libraries employees who re-joined SBC in 2016-17.
- Leaders at all levels participated in a series of masterclasses in response to corporate objectives such as: strategic working; managing change; delivery of best outcomes; managing performance and culture change. National expertise was also sourced to facilitate discussions around the use of social media in local government and creating an entrepreneurial culture.
- Employees from throughout the organisation have been participating in a national pilot to examine the delivery and effectiveness of mindfulness-based resilience training. See **Appendix 1**.
- As part of their CPD, employees have opted to attend some of the 12 *Being Business Smart* 90-minute sessions, see **Appendix 2**.

### Appraisal training and uptake

In support of appraisal season which runs from March to May each year, six bite-sized training sessions entitled *Value Adding Appraisals* are running in April under the Being Business Smart programme, as outlined above.

The purpose of these sessions is to support managers and supervisors to carry out effective appraisals so their team members will know how their performance can contribute to the council's vision, values and the Five-Year Plan.

In support of a new process to analyse training needs, the OD team will be reviewing the personal development plans of all employees when the appraisal

season ends in May. Similar work will also be undertaken with council members in respect of their performance management framework.

### Looking forward to 2017-18

At a Corporate Management Team (CMT) meeting in March, approval was given to a **mandatory** Values, Behaviours and Diversity training programme for all employees. This is the starting point to embed the corporate values to drive positive cultural behaviour and change and promote greater working relationships and practices (see **Appendices 3 & 4**).

### Management Development Programme

A three-year, 12-cohort Management Development Programme finished in January 2017 and has been subject to extensive evaluation through interviews and surveys. A new programme is being planned with a view to start with a diagnostic phase to assess delegates' leadership competences and styles before the programme itself commences in the summer. This will enable a more accurate understanding of the council's leadership narrative and offer leaders self-reflection and tailored learning. The training programme will also respond to the numerous requests from leaders for coaching skills and a mentoring network.

### Support to corporate projects/teams

The 2016-17 OD Programme has also embraced support and advice to key corporate projects such as the Digital and Customer Transformation Programme; Community Development; and the Organised Crime Audit. The Head of OD is also a member of the Employee Engagement Forum.

### Participation in a new OD & Leadership Frimley STP network

The Head of OD has joined a newly-formed OD and Leadership network which brings together OD/HR professionals from across the NHS and local authorities which form the Frimley Sustainability and Transformation Plan (STP) footprint. This network is supported by both NHS England and the NHS Thames Valley and Wessex Leadership Academy. The latter organisation is encouraging all the engaged OD/HR professionals to share resources and this may prove very beneficial to SBC as the STP gains momentum.

### Next steps

This report has set out the 2016-17 deliverables which have been evaluated to contribute to the forthcoming OD Programme. Committee members are asked to NOTE this progress.

### Appendices

- Appendix 1 – Project Scope – National Resilience Pilot
- Appendix 2 – Contents of Being Business Smart Sessions 2016-17
- Appendix 3 – Embedding Values Projects
- Appendix 4 – Values, Behaviours and Diversity Workshops

## Appendix 1

### PROJECT SCOPE - NATIONAL RESILIENCE PILOT

The intention is to pilot the delivery of mindfulness-based resilience training for Council employees. The pilot will be evaluated by the Wellbeing At Work Research Team at Kingston Business School which focuses on key business and organisational issues that impact on the well-being of people at work. The research is also being fed into the What Works Wellbeing Centre, a government-sponsored team set up by Gus O'Donnell to provide an evidence base for what works in enhancing resilience and wellbeing in the public services.

Participation in the pilot is an opportunity for Slough Borough Council to take a lead on the implementation of an innovative approach to improving employee effectiveness and wellbeing.

The Council began a series of resilience training sessions using mindfulness tools – for both the Senior Leadership Team and the wider workforce – in May 2016 (through two approved procurement business cases) and this pilot will build upon these foundations and will be made available to employees who wish to strengthen their personal resilience.

The benefits of Mindfulness-based resilience training teaches people skills for dealing with stress, planning and workload management, communication, interior leadership, creative thinking and decision making.

Furthermore, mindfulness has been approved by NICE for the treatment of recurrent depression and the Mental Health Foundation has reported that research into individuals with “problematic” levels of stress found significant improvement in perceived levels of stress over the course of a mindfulness intervention.

An All-Party Parliamentary Group recently published its report, *Mindful Nation*, in which it recommended introducing mindfulness into public services and the workplace.

The proposed online training has been developed by Rising Minds, a specialist Coaching and Mindfulness social enterprise with a strong track record in the field of mindfulness-based resilience at work, particularly in the public sector and a contributor to the *Mindful Nation* report.

This pilot will test the relative efficacy of:

1. A pure online programme
2. An online programme with live webinar elements
3. A hybrid of online, live webinar and introductory face-to-face programme
4. A face to face only programme
5. Control

The results of the 18-month pilot will be fed into the government-sponsored What Works Centre which is gathering evidence-based research on how best to foster wellbeing in the public services.

The pilot will assess the extent to which being part of a group, mutual support through a ‘buddy’ system and one-to-one elements are necessary to make an online programme effective and to test the most cost-effective ways of integrating those elements.

The pilot will be managed by the Head of Organisational Development, on behalf of the OD/HR Lead. It will form part of the OD/HR service objectives.

**Jules Potter, Head of Organisational Development**

## APPENDIX 2

### CONTENTS OF BEING BUSINESS SMART SESSIONS 2016-17

- *Are you listening?* - Listening effectively and its powerful results.
- *Positively embracing change* - helping individuals to understand the change process and to adopt a positive attitude to the change they are experiencing or likely to experience at work.
- *Giving and receiving feedback* - the benefits of regular constructive conversations and good feedback.
- *Unleashing creativity* – recognising the potential of the skill of creativity and sharing the learning with colleagues.
- *Mind Mapping* – learning about this uniquely effective tool for thinking, planning and organising and remembering.
- *Managing and Mastering your time* – how to regain control, increase your efficiency throughout the day and manage your time at work and at home.
- *Managing your workload* – how to prioritise tasks, strategies to manage emails, delegation and managing your paperwork.
- *Rapid rapport* – the first stage of communication, learn how to quickly create rapport with anyone, even when meeting them for the first time.
- *Meeting and facilitation skills* – How to manage and run meetings effectively, with or without a formal agenda.
- *Eat well perform well* – consideration of what we eat each day and how it makes a difference to how we feel, how we perform and whether we have the stamina to keep going.
- *The balancing act – work/life balance* - recognition that each of us has unique circumstances and suggests practical ways in which we can live balanced lives.
- *Peak performance strategies* – practical solutions to enhance health, increase personal effectiveness and business efficiency.

**RECRUIT:**

On boarding materials updated

Values-based recruitment model piloted in ASC – four SBC employees already trained in the process

Corporate Induction *How we work in Slough* presentation updated and values materials shared

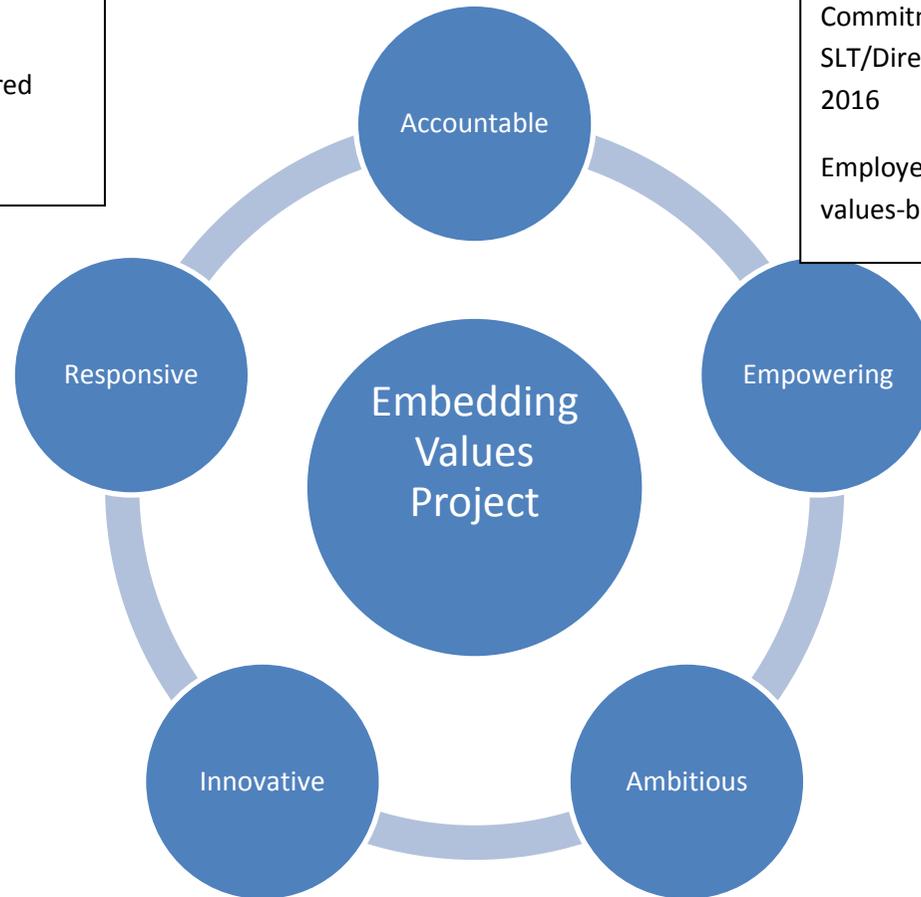
Probation to utilise values-based questions

**RETAIN:**

Values branding as part of Communications and Engagement Strategy

Employee Engagement Forum’s Corporate Commitments to encourage timely responses from SLT/Directorates to Employee Engagement Survey 2016

Employee Recognition Scheme to be reviewed with a values-based approach.



**DEVELOP:**

Values, Behaviours and Diversity Training Mandatory Training Sessions for all employees and councillors in 2017-18: These sessions are the first stage of a Leadership Programme to inspire and support our leaders to include the establishment of an internal coaching hub and support to great performance management through effective 1:1s/appraisals including the use of digital learning and monitoring.

National Resilience Pilot to support employees to deal with stress, plan and manage workloads, communication, interior leadership, creative thinking and decision making.

## **APPENDIX 4**

### **Values, Behaviours and Diversity Workshops**

All employees will be required to attend a drama-based workshop with the following learning outcomes:

- Raise awareness and understanding of why equality and diversity is important to everyone
- Understand our individual and collective responsibility in creating an inclusive culture
- Assess our individual and collective responsibility to 'living' our values and explore the language and behaviours that underpin those values and their impact on our customers
- Increase confidence and skills to identify and challenge inappropriate behaviour and recognise and tackle bullying, harassment and discrimination
- Reinforce the responsibility of every person to treat colleagues with dignity and respect, regardless of status or position
- Encourage better employee engagement to provide better services.

The procurement process for this training will begin in April.