

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee
DATE: 10th April 2019
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WARD(S): All

PART I **FOR COMMENT & CONSIDERATION**

ORGANISATIONAL DEVELOPMENT (OD) PROGRAMME UPDATE

1 Purpose of Report

To provide an update on the current 2018/19 OD Programme and advise on key transformation projects that are in progress.

This OD Programme is driven by the need and ambition for culture change among its employees to deliver the Transformation Programme and forms part the People Services Plan.

2 Recommendation(s)/Proposed Action

The Committee is requested to note the report.

3 Supporting Information

- 3.1 Members are updated annually on the OD Programme and its purpose to promote Slough as a learning organisation. As 2018/19 draws to a close, this report provides progress updates on the OD Programme in the context of the Learning and Development Policy which was implemented in April 2018.

Working Differently for Our Customers

- 3.2 Aligned to the Transformation Programme, our managers were required to attend a workshop to learn more about the implementation of Smart Working across the organisation and the policy implications for their teams, as well as to update their Agresso HR System skills. These workshops will conclude on 16 April in advance of the phased move to 25 Windsor Road.

Being Manager Smart Programme

- 3.3 The workshops above were the first offering of a new development programme for all managers (levels 4-11) called *Being Manager Smart* to support them to lead the organisation professionally through 'transformation' as 'One Council – One Team' in an engaged, effective and inspiring way. The two-year programme is divided into three sections, namely:
- The Slough Manager: practical training to develop core skills

- The Performance Manager: to develop an understanding and confidence in having professional development conversations with robust actions through coaching skills for performance.
- The Development Manager: this section of the programme will be developed in line with Slough Academy principles with a focus on continuing professional development (CPD) for existing employees and developing new raw talent entering SBC for the first time.

3.4 The next phase of the *Actions Speak Louder...* programme may be a featured module of the *Being Manager Smart* programme. Members will be updated on this at the next meeting.

Mandatory Training

3.5 The Corporate Management Team is in receipt of its final quarterly report on corporate Mandatory Training compliance in 2018/19. All employees – as outlined in the Learning and Development Policy – are required to complete a series of e-learning modules and role specific classroom training to meet the council's obligation to have a safe and effective workforce.

3.6 Based upon feedback from employees and consideration of the implementation of measures to improve compliance, a new and more streamlined Mandatory Training Schedule is proposed to CMT. This will be driven by a Task and Finish Group of Mandatory Training subject experts. The committee will be updated on progress at its next meeting.

Appraisal/Performance Review Update

3.7 In line with SBC's Learning and Development Policy and Procedure (approved in April 2018), all employees – whether permanent or temporary – are required to attend a **six-monthly review** and **annual appraisal** with their line manager to assess progress against previous objectives and plan the workload for the coming year. This is an opportunity for an employee and their line manager to review achievements and identify the required knowledge, skills and ability to do a job effectively and the areas where further development is possible.

3.8 SMART objective setting is essential for every employee to deliver the Five Year Plan. In 2018/19, 61% of SBC employees completed the appraisal process which was a significant improvement on the previous year – 30%.

3.9 Prior to the last appraisal season, employees were invited to attend Appraisal Training sessions, the evaluation of which exposed suggestions to change its format to be more streamlined, less onerous, and to be more relevant to everyone in the organisation.

3.10 A subsequent discussion at an SLT meeting led to the formation of a project group of several Service Leads to review the current process and make recommendations to CMT for a new Performance Review process. These CMT discussions are in progress.

Recognition and Reward Scheme

3.11 The creation of a new scheme is highlighted in the *You Said, We Will* action plan for 2018-19 in response to the Employee Engagement Survey.

The plan states:

We are refreshing our SBC Recognition and Rewards so employees will be able to view all the many benefits on offer all in one place on SBC Insite. In response to staff feedback, we are focusing on the day to day benefits available to all of us as SBC employees plus a greater focus on the importance of face-to-face thanks and we will also be making it easier and encouraging residents to submit compliments or nominate staff for recognition for a job well done.

- 3.12 Subsequently, a refreshed single source benefits package has been promoted to employees and launched on the intranet. An SBC Heroes recognition ceremony has also taken place and another is planned for Environmental Services employees later this month.
- 3.13 A proposal for a new Recognition Scheme has been discussed twice with Employee Engagement Forum (EEF) members for a new internal 'colleague to colleague' recognition scheme with a working title of *SBC Employee Achievement Awards*.
- 3.14 This scheme will be piloted for a year by EEF from whose membership will be drawn a panel to consider nominations set against success criteria for a number of values-based and leadership awards awards, namely:
- Accountable Employee of the Year
 - Ambitious Employee of the Year
 - Innovative Employee of the Year
 - Responsive Employee of the Year
 - Empowering Employee of the Year
 - Leadership Award – outstanding contribution to the delivery of the Five Year Plan. It is open to all employees, not just senior leaders.
 - Team of the Year.
- 3.15 It is proposed there will be an annual ceremony to acknowledge these achievements as well as ongoing opportunities throughout the year to consider nominations and offer thanks to nominees for their contribution in the workplace.
- 3.16 Subject to CMT approval, the scheme will be launched at the staff conference.

4. Conclusion

This report has set out the 2018-19 deliverables will continue to be evaluated to inform the forthcoming OD Programme within the People Service Plan 2019/20. Committee members are asked to note this progress.

5. Appendices

None.