

NORTH LINCOLNSHIRE COUNCIL

CABINET

**NORTH LINCOLNSHIRE COUNCIL ORGANISATIONAL DEVELOPMENT PLAN –
IMPLEMENTATION UPDATE**

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To provide an implementation update on progress made against our Organisational Development Plan 2018-2021.

2. BACKGROUND INFORMATION

- 2.1 The OD Plan and Outcomes Framework 2018-21 is our internal plan that drives the delivery of our ambition to be the Best Council we can be for the residents of North Lincolnshire.
- 2.2 Using a Diagnostic Model we looked at our strategy, culture, people, structure and process, to understand where we needed to focus. This enabled us to identify three OD priorities and two key enablers.
- 2.3 Each of the three OD priorities/enablers is led by a Director and has an Executive Group made up of key people in the organisation who drive the delivery of each priority. These groups have developed the OD outcomes framework into action plans to achieve the outcomes set out.
OD Priority Director Leads:

- Council Redesign – Peter Thorpe (Director Learning, Skills and Culture)
- Workwell – Mick Gibbs (Director Children and Community Resilience)
- Wellbeing - Karen Pavey (Director Adults and Community Wellbeing)

Enabler Director leads:

- People – Helen Manderson (Director Business Development)
- Digital – Becky McIntyre (Director Governance and Partnerships)

2.4 As a result of completing the OD diagnostic, the following progress has been made.

2.5 Strategy - we have ensured that our Council strategy is clear

- The Council plan has been developed and shared with the workforce and the public in October 2018, the plan was shared at the annual workforce event in Nov 2018 and Heads of Service have delivered development days and workshops for their teams based on our new plan.
- The Organisational Development Plan and Outcomes Framework have been developed and shared on TOPdesk.
- Our workforce have been involved in developing the OD plan and Outcomes framework through development sessions with our Listening and Learning Group (LLG).
- We have committed to the Workwell principles and vision that set out the need to think and act with agility and redefine our business as usual.

2.6 Structure - we are creating ways of working in a more progressive and collaborative way across the organisation.

- We have transformed from being organised in discrete services to being collectively organised around the people and place of North Lincolnshire.
- SLT and Heads of Service are working together as one wider leadership team, a series of joint development sessions have been held and regular SLT/Heads of Service meetings are held that enable collaborative working.
- Development of an extended management network meeting, held monthly, for SLT, Heads of Service and Service Managers to network, promote collaborative working and develop Service Managers in new ways of working.
- Relevant groups of Directors/Heads of Service have been brought together to collaborate and drive forward key projects and OD priorities that are council wide.
- Workwell principles have been implemented and are creating more collaborative ways of working.
- The focus of the Council Redesign OD Priority is being developed in three distinct areas:
 - Connected communities
 - Networked council
 - Strong core

2.7 Process - As part of implementing the Workwell principles, business processes have been reviewed across the system changing from paper to digital processes. This work is ongoing to continue to improve and create more enabling processes. Other process developments have included:

- Developing a structured and consistent one-council system of performance management, aligned with our assurance framework.
- We have changed the way that we engage with the public on complaints through transforming our complaints process and training people responsible for responding, in restorative principles.
- Contract Procedure Rules (CPRs) were reviewed to strengthen the alignment of CPR “process” with the council’s organisational goal, values and to promote self-responsibility in decision-making.

2.8 People - our wellbeing priority through #TeamNL is changing the way we engage with our workforce, we are having more conversations with the workforce to engage, listen, understand and respond.

- Annual workforce events are held with SLT to engage people and regular stakeholder groups for key OD priorities have been held to include our workforce in the development and direction.
- Our LLG has an open invite to all of the workforce and feeds back to SLT via the Workforce Engagement group.
- Our Be Yourself at Work group is talking to the workforce about diversity with specific conversation/network groups.
- We have developed our People Plan with clear actions.

2.9 Culture - our OD Plan describes the culture we want for our organisation, to enable change we have:

- Developed and shared leadership behaviours that set out what is expected from senior leaders in the organisation, and to enable challenge in the moment.
- Our senior leaders including Heads of Service have undertaken live 360-degree feedback against these behaviours, followed up with coaching support for areas identified for development.
- Leadership Development sessions have been held for our Heads of Service to explore how we need to be, to enable the organisational culture.
- Organisational values have been developed, within the Council plan and are being embedded.
- A Team membership induction has been developed for the whole workforce to support people to understand our new agile organisation and what it means for them.
- A leadership framework and programme is being developed to support all leaders and managers to embrace and champion the changes set out in the OD Plan.

3. **OPTIONS FOR CONSIDERATION**

- 3.1 The five areas that are used to undertake the system wide diagnostic will continue to be reviewed in terms of progress against the plan. These will support the long-term organisational change.

4. **ANALYSIS OF OPTIONS**

- 4.1 Key cultural performance indicators have been tracked to understand the impact of our OD developments. The key headline data shows that:

- The council has seen a 5% reduction in sickness absence from 2017/18 to 2018/19.
- The proportion of short-term absence has fallen (long-term absence has maintained a more steady level).
- The number of disciplinary cases has reduced by 32% since 2016/17.

- 4.2 Our Workwell OD Priority through changing our business as usual has:

- Reduced our corporate workspace by 34% and workspace cost by 33%
- Improved workspace use efficiency from around 40% to 70%
- Steadily increased the number of people working from non-council workspace on a regular basis

- 4.3 From April 2018 due to the implementation of the new digital tools, technologies and process changes we have:

- Reduced printed copies by 3.9million during 2018 compared to 2017
- Made an in-year reduction on equipment lease costs
- 1559 less boxes of paper ordered during 2018,
- Removed 20 multi-functional print devices from work places
- Introduced electronic post – electronic scanning and distribution of post around the core buildings.

5. **FINANCIAL AND OTHER RESOURCE IMPLICATIONS (e.g. LEGAL, HR, PROPERTY, IT, COMMUNICATIONS etc.)**

- 5.1 The OD Plan and Outcomes framework is being delivered within our current financial resources.

6. **OTHER RELEVANT IMPLICATIONS (e.g. CRIME AND DISORDER, EQUALITIES, COUNCIL PLAN, ENVIRONMENTAL, RISK etc.)**

N/A

7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

N/A

8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

8.1 Feedback from the workforce is overwhelmingly positive about our new business as usual, the new workspace that is available for everyone and the better ways of working that have been enabled. This is just the beginning as we continue to develop and embed the Workwell principles wider across the workforce.

9. RECOMMENDATIONS

9.1 That Cabinet note the work that has been undertaken towards the implementation of the OD Plan and Outcomes Framework.

DIRECTOR OF BUSINESS DEVELOPMENT

Church Square House
SCUNTHORPE
North Lincolnshire
DN15 6NL

Author: Debbie Haines/Helen Manderson

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Background Papers used in the preparation of this report –

- OD Plan and Outcomes Framework 2018 -21
- Institute for Organisational Development Diagnostic Model
- Government Property Awards Presentation - Workwell
- OD Data Year on Year Summary
- OD Priority Action Plans
- People Plan 2019-21