

APPENDIX



Broxtowe Borough Council

Organisational Development Strategy 2020 – 2024

Progress Update

Overall aim

The overall aim of the Organisational Development Strategy is:

To enable Broxtowe Borough Council to meet current and future organisational aims and objectives through the recruitment, development, and retention of a well led highly skilled, flexible and motivated workforce supported by well-aligned strategy and processes, and full use of new technology.

Underpinning that aim are four key objectives. These are:

- 1. Supporting transformational flexibility, change and innovation**
- 2. Sustaining and improving a skilled, flexible and motivated workforce**
- 3. Building leadership and management capacity**
- 4. Planning for the workforce of the future and being an employer of choice**

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Objective 1 - Supporting transformational flexibility, change and innovation

Outcomes – What we plan to achieve

Keeping our vision in our sights and recognising change, flexibility and innovation as a means to achieve that vision. Constantly being aware of what is happening around us and the changes we are making, ensuring we shape, in an efficient and effective way, our on-going transformation agenda.

Actions – The key areas we will focus on:

- Developing a framework for change management incorporating employee and trade union engagement and communication:

Employees from across different sections (Rents, Housing Repairs, Customer Services) have undertaken Change Management training with an external trainer. Trade Unions continue to be involved in organisational changes such as departmental restructuring.

September 2021

*Trade Unions have been consulted regularly in relation to Change Management/COVID related matters. Regular roundtable discussions have been implemented with Managers, H & S, Comms and HR.

- Facilitating and encouraging organisational flexibility through ensuring job descriptions are more flexible, and organisational resources can be deployed more flexibly across the Council to respond to demands, peaks and troughs and the changing needs of employees during their employment with the Council:

Office-based employees have been working from home during the pandemic and individual needs have been taken into account such as childcare provision and more flexible working hours arranged where appropriate.

September 2021

*Continuing to respond in a family-friendly way in relation to employees' change in circumstance such as mental health and family matters.

- Promoting a programme of learning to support transformational change and Innovation:

Extra virtual learning has been offered in recent months, and additional apprenticeship roles throughout the Council have been explored.

September 2021

*Apprenticeships are continuing to be explored. Three new apprentices appointed to – Heavy Vehicle Maintenance, Gardening and an Improvement Technician.

- Work to support managers and employees to adapt to flexible ways of working and help senior managers to design and develop division/directorate structures that can effectively support future requirements:

The current pandemic has seen a higher level of support to employees, as well as more flexible working due to childcare and homeworking. HR have assisted Heads of Service with restructuring proposals in the light of increased remote working.

September 2021

*Managers have met with their teams in light of easing of restrictions to determine service delivery needs and balancing with personal preference. HR have met with Managers to discuss restructures in order to redevelop the service to meet customer needs for the future.

- Consider potential new business opportunities and employees' commercial skills and work to successfully resource these new ventures in order to increase income

Seminars on Commercial Awareness and Procurement have been offered both internally and externally.

September 2021

*H & S Manager has been trained to become a certified Mental Health First Aid Trainer which will enable the Council to offer training to other Local Authorities or businesses. Appointed a new Economic Development Manager to the vacant post. Vacant Ec. Dev Team Leader also to be appointed to. Markets Officer also to be appointed to.

- Exploring new ways of increasing individual and team productivity by leveraging the full benefits of new technology thereby creating efficiencies and savings:

Working from home ensured employees have a better work/life balance, eliminating commuting. Many teams appear to be more productive, utilising Microsoft Teams remotely. Efficiencies include less photocopying, office heating, CO2 emissions, reduced work-related mileage.

September 2021

*New Lease Car Scheme implemented on 23 August 2021, offering Electric Vehicles and ULEV in order to reduce CO2 emissions.

Objective 2 – Sustaining and improving a skilled, flexible and motivated workforce

Outcomes – What we plan to achieve

Our workforce will be trained, qualified and experienced, to deliver quality services which meet current and anticipated service needs.

Actions – The key areas we will focus on:

- Reviewing and strengthening our Performance Review and Development process to ensure all employees have relevant performance action plans in place:

A review of the current Appraisal system has started and comments from Managers/key stakeholders and employees contacted are being collated.

- Reviewing the pay and reward model:

The Strategic Director/GMT are undertaking a review of the pay model with support from East Midlands Councils.

September 2021

*Market Supplement introduced.

- Reviewing and improving our employee engagement, communication and reward/recognition arrangements including celebrating success and healthy working lives:

The weekly Employee briefing as well as the new Mental Health Newsletter regularly celebrates employee success and promotes healthy work life balance. A new employee Lease Car Scheme is also in the process of proposal/implementation. A new Employee Assistance Programme was introduced in 2020 to support employees with mental health and wellbeing.

September 2021

*Lease Car Scheme implemented on 23 August 2021. Mental Health Newsletter is on Issue No.11 now and employees have provided positive feedback and are becoming more involved in the content and competitions.

- Refreshing the Learning and Development Strategy and ensuring that corporate learning and development programmes are driven by the needs of officers as well as those of the organisation, and that the most appropriate and up to date training methods are utilised.

Courses are offered regularly to Officers and Managers including Report Writing, Digital Skills and Leadership and Management training – most are done remotely now using new technology.

September 2021

*Learning & Development Strategy to be reviewed and implemented before end of 2021. Courses provided by East Midlands Councils are regularly circulated. Neurodiversity Courses have been undertaken by Managers and HR. Housing have also undertaken Deaf Awareness courses.

- Ensuring that the learning and development resources that we use are consistent, of high quality, and meet the future needs of the organisation:

Appropriate due diligence is taken in regard to sourcing training providers and have well-established reputations such as East Midlands Councils and ACAS. New courses are currently being explored with these providers.

September 2021

*EMC Courses regularly circulated amongst employees. Building on our contacts with Apprenticeship Training Providers about other training pathways.

- Ensuring that the delivery of our workforce development activity makes the best use of resources available corporately including specialist knowledge and technology:

The Pandemic has seen a rise in use of technology across the Council and therefore specialist knowledge has been shared more fluently.

September 2021

*Teams/Zoom/GoToWebinars regularly used for both internal and external knowledge sharing.

- Communicating information about learning and development clearly and in an accessible way to all employees:

All new courses have been shared via email and verbally by managers to non PC users. The course details are always in a separate email to the briefing to ensure information is clear and concise.

September 2021

*All employees are regularly informed of training opportunities and those without PC access are notified via notice boards in their work areas.

- Working closely with our partners to maximise opportunities for shared learning and development, and encouraging cross departmental learning

Learning and Development courses such as Change Management which benefit multiple departments are often arranged to develop shared learning, experiences and ideas across the Council.

September 2021

*Cross-departmental Prince2 course is being explored. Mental Health First Aid will also be cross-departmental. Coaching and Mentoring is also in the pipeline.

- Exploring further new ways of working, using technology to ensure flexible and effective working practices:

Home Working, Flexible start and finish times to accommodate parents and Microsoft Teams meetings have allowed effective working practices during the pandemic.

September 2021

*Cisco being incorporated into Microsoft Teams to ensure all communications tools integrated into one programme.

- Supporting and enabling secondment and job shadowing: Recognised those with potential for growth and recommended job shadowing via support from their managers.

A number of secondments have been enabled including Interim Head of Service roles, Management roles and secondments to Central Government and Nottingham City Council have been facilitated.

September 2021

*Four internal Senior Managers have been promoted to Head of Service.

- Developing an approach to alternative career paths for people with long term conditions:

The redeployment register has been very effective for employees with long term conditions and our Redeployment policy is strengthened to support this.

September 2021

*Redeployment is always explored for employees with long-term conditions

Objective 3 - Building leadership and management capacity

Outcomes – What we plan to achieve

All our managers will lead, motivate, energise, and encourage innovation and will be viewed as role models, be highly effective, supportive and approachable.

Actions – The key areas we will focus on:

- Promoting our Core Competency Framework and leadership behaviours for senior managers

All Managers are required to undertake an annual Performance Appraisal with both their own teams and by their own line manager which incorporates the Core Competency Framework and ensures that the framework is being met or achieved with support.

September 2021

* 20/21 Performance Appraisals completion rate – 81%.

- Developing our approach to coaching and mentoring:

ILM training has been offered to all managers. The HR Manager is undertaking the ILM Level 7 in Coaching and Mentoring and will be implementing the learning across the authority with key stakeholders who will then in turn, identify other employees to go on the course.

September 2021

*ILM 7 to be completed by Feb 2022. HR Manager currently exploring key Managers (of Managers) to undertake six coaching sessions each.

- Developing secondment/job shadowing opportunities

A number of secondments have been enabled including Interim Head of Service roles, Management roles and secondments to Central Government and Nottingham City Council have been facilitated.

September 2021

*Four internal officers have been promoted in 2021 following secondments to higher managerial roles. Five directly recruited apprentices have moved into permanent roles.

- Our leadership team will be visible and will own the organisational agenda by creating the climate and fostering an organisational development culture:

GMT is more visible via employee briefings, and have become advocates for development, with members of GMT seeking training.

September 2021

*GMT have implemented a Question Time Forum to allow employees to ask questions and for GMT to respond publically. Results and responses published on the intranet.

- Promote and develop Senior Management Team and Managers' Forums, cascading key messages to inform employees about what's going on and communicating this in a positive, inspiring way:

SMT meet regularly and ensure that information is cascaded to employees. SMT briefings relate to the Corporate Values.

- Develop sustainable ideas and solutions to continue the quest for excellence and grow success
- Develop leadership skills, knowledge and behaviours, enhancing leadership capacity using developmental approaches as appropriate, such as 360 degree assessments, executive coaching, and others
- Develop a formal and consistent management training programme

Specific Management Training such as ILM Level 5 has been identified and offered to employees and Managers where skills gaps and succession planning has been identified for the future, including 'growing our own' talent. ILM Level 7 has also been identified to develop a culture of coaching, mentoring and growth.

Objective 4 – Planning for the workforce of the future and being an employer of choice

Outcome – What we plan to achieve

Our workforce will have the skills, abilities and confidence to meet the needs of services for the future and will embrace new ways of working.

Actions – The key areas we will focus on:-

- Promoting Broxtowe Borough Council as an employer of choice:

Mindful Charter, Disability Confident Employer, Armed Forces Employer Scheme including introduction of Veteran interview scheme, Dying to Work Charter and developing new innovative policies to set us apart from other organisations.

September 2021

*Lease Car Scheme introduced, Care Leavers Interview Scheme introduced, Market Supplement Policy introduced.

- Identify future skills requirements:

Appraisals have requested this information and ongoing evaluations into the vacant posts have enabled us to identify future skills required.

September 2021

*Employees and Managers are encouraged to explore Apprenticeship training opportunities when vacant posts arise or skills gaps identified when long-serving employees retire.

- Adopting innovative ways of recruiting new talent:

Have advertised job vacancies on a range of websites, new sources include LinkedIn and department specialist magazines. Apprenticeship applicants have been increased due to existing apprentices promoting those vacancies.

September 2021

*HR attending the Jobs Fair in September, employees on LinkedIn/Twitter are sharing job opportunities regularly.

- Developing our approach to talent management

Commitment to 'growing our own' talent and identifying appropriate Management qualifications such as ILM training and developing our Apprentices and offering full-time roles where appropriate.

September 2021

*Four internal Senior Managers appointed to Head of Service roles. Five apprentices appointed to permanent roles.

- Creating employment and training opportunities by exploring training schemes and developing apprenticeships:

All departments have been encouraged to identify posts or vacancies within their structure for possible apprenticeship opportunities. Additional apprentices have been recruited.

September 2021

*Kickstart explored, Managers consulted on Apprenticeship Training opportunities when vacancies or restructures arise.

- Ensuring effective workforce and succession planning processes and policies are in place by continuing to provide frameworks for the up-skilling/re-skilling of employees:

Apprenticeship courses have not only been used to recruit 'traditional' apprenticeships but also to upskill our internal employees in areas such as Customer Services and Business.

- Ensuring skills and abilities are identified to meet the needs of services for the future and that they are incorporated into learning and development plans.

This is done annual via the mandatory Performance Appraisal process.

- Using existing policies such as Flexible Retirement will be used to enable the sharing of knowledge and expertise before it is lost from the organisation:

Where retirement has been known, recruitment for the post has been sought earlier to enable maximum time for knowledge to be shared.

- Supplementing the Apprenticeship Strategy with career ladders / pathways for apprentices:

Many apprentices have passed their apprenticeships and where possible, have been offered roles here at the council.

September 2021

*Five apprentices have progressed to permanent roles.

- Make use of all appropriate learning and training techniques:

Restricted due to the pandemic, but virtual training for courses otherwise face to face have been adapted.

September 2021

*Some face to face training has resumed whilst online training continues in some areas. Face to face training being explored further and implemented wherever appropriate.

- Developing skills relating to partnership working, contract management and shared service management:

Digital skills training has been offered, along with Procurement training in order to maximise skills. Employees in shared service roles have been able to continue to develop with remote working being enhanced and better technology available.