
Customer And Corporate Services Scrutiny 14th March 2022
Management Committee

**Report of the Chief Operating Officer and
Head of Human Resources and Organisational Development**

Review of the Organisational Development Plan

Summary

1. This report provides Members of this Committee with an update on the Organisational Development Plan (OD Plan) which supports the Council Plan (2019-2023) and the Recovery and Renewal Plan (2020).
2. Members are requested to note the update (progress under the key themes is attached at **Annex 1**) and a revised action plan is attached at **Annex 2**. The action plan forms a large proportion of the work that HR will prioritise in their service plan.
3. The OD plan also links closely with the Council Values, and it is proposed that the Values are promoted again and embedded into the everyday work.

Recommendations

4. Members are invited to
 - a. note the progress made on the former OD plan (**Annex 1**)
 - b. note the new OD Plan and action for the next 12 months as outline in **paragraphs 8 to 10** and **Annex 2**
 - c. note the lead sponsors for the OD Plan themes (**paragraph 15**)
 - d. note that engagement of the OD plan is the start of a new journey for developing our workforce as we operate under different constraints and new challenges.
 - e. note that communications with managers will be created for them to take ownership of the OD Plan and embed the key actions and new ways of working into their teams (**paragraph 20**)

- f. consider the contribution that they can make to the OD plan
(paragraph 21)
5. The above recommendations all contribute to the effective delivery of a resilient, skilled and capable workforce to deliver the Council Plan.

Background

6. The key themes of the OD Plan are;
- a. Strong Leadership
 - b. Engaged Staff
 - c. Embed a performance culture
 - d. Adjust to new ways of working
 - e. Improve skills and knowledge
 - f. Encourage staff retention and recognition
 - g. Improve health and wellbeing
7. Despite that the Recovery and Renewal plan was written in 2020 and focusing on leading the Council out of the pandemic, the pandemic and associated restrictions extended far longer than anticipated. However, there are now renewed energies to the road to 'normal' and a 'new normal' is developing as most restrictions have now lifted with the remaining measures due to end on 1st April.
8. Progress to date on the action plan activities vary, some action points have not been progressed, however, there has been some excellent work undertaken across the key themes in addition to the ongoing reactive response to the changing COVID implications which have impacted on our workforce.
9. There are also some actions in the plan which are no longer relevant or are no longer viable. The original plan has been reviewed and given the passage of time, a new plan has been created which looks at the next 12 months priorities **(Annex 2)**.
10. These incorporate the comments that the new Head of HR and OD has collated as part of speaking with the leadership team and Councillors to identify workforce improvements, understand how new ways of working can fit with future service plans, what would a suitable workforce look like and what skills do they need to achieve the agreed outcomes. Many of these aspects will also be weaved into the HR Service Plan with measurable outcomes.

Narrative on Progress Made

11. It can be said, that what has been achieved as a workforce in the last 24 months during the pandemic period is incredible. The rate of change and decision making has been fast, and the workforce have shown resilience and supported each other through an unprecedented change programme that has not failed to touch anyone both on a work and personal level in some form.
12. It is this energy that needs to continue alongside the development and the drive for continuous improvement, to achieve the objectives of the OD Plan whilst also being mindful of resources and capacity.

The Council Values

13. The Council values are still relevant and just need reinforcing into everyday working practices and discussions. HR will lead on this and is an action in the revised plan for the next 12 months. The relaunch can take into account the new ways of working and give managers the tools to start conversations in teams around the values as well as the expected behaviours.

Corporate Management Team Role in Promoting and Championing the OD Plan

14. CMT are key to keeping the OD plan alive will regularly update their DMTs/ SLTs around the key themes with guided discussions. The Leading Together group of Heads of Service are also key to keeping priorities on track.
15. For each of the themes of the Plan, a Lead sponsor at CMT level is identified as follows;

OD Plan Theme	CMT Sponsor
Strong Leadership	Ian Floyd – Chief Operating Officer
Engaged Staff	Claire Foale – AD Policy and Strategy
Embed a performance culture	Janie Berry – Director of Gov. & Monitoring Officer and Debbie Mitchell – Chief Finance Officer
Adjust to new ways of working	Pauline Stuchfield – Director of Customer and Communities

Improve skills and knowledge	Neil Ferris - Corporate Director of Place
Encourage staff retention and recognition	Jamaila Hussain - Corporate Director of Adults and Integration and Corporate Director of Children's Services
Improve health and wellbeing	Sharon Stoltz – Director of Public Health

16. Theme sponsors above, will have regular meetings with COO and HoHR and set clear next steps for all CMT members to cascade within their directorates.

Manager's role

17. To deliver the Council plan, the OD Plan and Values need to be owned by managers and employees at all levels. We need to be serious about delivering the outcomes of the OD Plan and to do this employees and managers need the tools, resources and support available to respond to change and service requirements.

18. The best way we can equip our workforce with the relevant tools is to engage with them in how to address concerns and have a shared commitment to achieve a quality service within the parameters of our resources and capacity.

19. All employees need to be honest about services and the work that they deliver and seek improvement on an ongoing basis. Engagement is key to this and this can take many forms, from 121's, training, team meetings and PDR's as well as everyday interaction with each other.

Next Steps / Action for Managers

20. We will reintroduce a manager briefing and share with managers how their role fits with the delivery of the plan. We will also reintroduce the Council Values to ensure that they are embedded into everyday practice. This will be introduced with pod casts / video communication and various methods of engagement to allow easier and consistent communication.

Scrutiny Next Steps

21. Scrutiny are invited to consider the OD plan, note the good progress made and consider how they can contribute to the themes and new action points. One suggestion that is key to the success of a resilient workforce is maintaining motivated teams who have a sense of wellbeing and feel that they are being valued. Members can contribute to this through promoting the CYC employer brand, promoting that the work of the Council and our employees is valued and help the wider community understand the diverse range of jobs and roles that we have to offer and the whole benefits package that we can provide.

Implications

22. **Financial** – costs associated with the implementation of any aspects of the OD plan will be considered on an ongoing basis and be fed through CMT

Human Resources – The OD plan fits with the HR Service plan and is key to developing and ensuring that the Council has a workforce fit to deliver all

Equalities – any aspects of the OD plan that require equality impact assessments will be considered on individual basis as part of the project planning process

Legal – the Director of Governance and legal Team will provide any legal challenges associated with the individual actions associated with the OD plan.

Crime and Disorder – there are no known crime and disorder implications

Information Technology – the Head of ICT will be contacted where there are any actions require ICT intervention and considerations

Property – there are no known property implications, those projects such as the working as one already have an established engagement and consultation process where any of the Council's estates are impacted.

Other – there are no other implications identified to note

Risk Management

23. There are no known risk implications associated with the recommendations in this report.

Contact Details:

Author:

Helen Whiting
Head of HR and OD
Corporate Services

helen.whiting@york.gov.uk

Chief Officer Responsible for the report:

Ian Floyd
Chief Operating Officer

**Report
Approved**

 Y

Date 2/3/2022

Wards Affected: List wards or tick box to indicate all

All Yes

For further information please contact the author of the report

Background Papers:

**Customer and Corporate Services Scrutiny Management
Committee 14/6/2021 (Item 5)**

<https://democracy.york.gov.uk/documents/s150263/Organisational%20Development%20Report%20-%20Internal.html?CT=2>

Annexes

Annex 1 - Summary of OD Plan Achievements by Theme (Private Document)

Annex 2 – Revised Organisational Development Plan (Private document)

Abbreviations

HR – Human Resources

OD – Organisational Development

CMT – Corporate Management Team

HHR&OD – Head of Human Resources and Organisational Development

COO – Chief Operating Officer