

Report of the Cabinet Member for Transformation and Performance

Cabinet – 15 October 2015

RESPONSE TO THE REPORT OF THE CORPORATE CULTURE SCRUTINY INQUIRY PANEL

Purpose:	To outline a response to the scrutiny recommendations and to present an action plan for agreement.
Policy Framework:	None
Reason for Decision:	To comply with the requirements of the Council Constitution.
Consultation:	Legal Services, Financial Services, Access to Services
Recommendation(s):	It is recommended that the responses as outlined in the report be agreed.
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Legal Officer:	Tracey Meredith
Access to Services Officer:	Sherill Hopkins

1.0 Introduction

- 1.1 The Corporate Culture Scrutiny Inquiry report was submitted to Cabinet on the 20 August 2015 after the Corporate Culture Scrutiny Inquiry Panel completed a detailed inquiry into Corporate Culture. The scrutiny report is attached as **Appendix A**.
- 1.2 Having considered the contents of the scrutiny report, and specific recommendations made, advice to Cabinet on whether it should agree, or not agree with each recommendation, is detailed in this report.
- 1.3 Cabinet is also asked to consider, for each of the responses, any relevant policy commitments and any other relevant activity.

2.0 Response to Scrutiny Recommendations

Recommendation 1

Ensure sustainability of a can do culture by embedding it in all aspects of organisational development.

Relevant Policy Commitments: Adopt a 'Can Do Culture'
<p>Action already being undertaken:</p> <p>The Council is committed to promoting and supporting a culture of innovation. This naturally calls for a 'can do' proactive attitude and as such we are building this commitment into everything we do.</p> <p>For example, innovation is built into the Sustainable Swansea framework supporting all work streams. Innovation will help us to think and work differently to achieve a <i>Sustainable Swansea</i>. To further ensure its sustainability in the long term innovation is now built into annual staff appraisals and new staff inductions.</p>
<p>New actions following from the recommendation:</p> <p>Review outcome of performance appraisals and evidence of innovation across Service Areas.</p>
<p>Cabinet Member Comments: As above</p> <p>Recommendation is AGREED</p>

Recommendation 2
<p>Embrace a wide range of innovation methods to bring about organisational changes including using for example systems thinking approaches and user stories to help inform work.</p>
Relevant Policy Commitments: Adopt a 'Can Do Culture'
<p>Action already being undertaken:</p> <p>Continuous Improvement is a whole council approach to improving the services that we deliver to the people of Swansea. As such it has two complementary aims: to support Council wide change for day to day service improvement and to target, through systems thinking, specific priority areas identified for significant change.</p> <p>Three systems thinking reviews are underway looking at the HR recruitment process, missed waste collections and call centre processes. Two further reviews are due to commence from October onwards.</p> <p>The Innovation Team regularly facilitate problem solving sessions and Service Area workshops using various organisational development techniques to encourage creative thinking and new ways of working. The team have constructed a toolkit of such techniques which will form part of the new interactive innovation webpages. The team also run a series of developmental events to upskill staff to use the tools and techniques themselves. External speakers are invited to give different perspectives from other organisations.</p>

New actions following from the recommendation:

We will assess additional tools and techniques as part of the external evaluation of the Innovation Programme.

Cabinet Member Comments: As above

Recommendation is **AGREED**

Recommendation 3

Develop skills for using these methods internally within the Council in the longer term to avoid the cost of 'buying in' expertise.

Relevant Policy Commitments: Adopt a 'Can Do Culture'

Action already being undertaken:

The aim of the Sustainable Swansea Continuous Improvement work stream is to develop employee skills in Systems Thinking methodology via a 'learning through doing' approach within five council functions.

Vanguard Consultancy were contracted to deliver this learning and knowledge. It has always been the intention to use the learning from Vanguard to develop an internal resource of skilled Systems Thinking Facilitators to ensure sustainability of the programme after the Vanguard contract expires.

Work will be starting to disseminate learning and produce supporting toolbox materials to enable more CCS staff to up-skill in Systems Thinking Methodology.

We are also working with Neath and Port Talbot Council on sharing learning and expertise in this area.

New actions following from the recommendation: None.

Cabinet Member Comments: As above.

Recommendation is **AGREED**

Recommendation 4

Develop and deploy a holistic and co-ordinated approach for improving the organisational culture using a targeted approach by:

- a) ensuring staff are engaged in the Swansea Story
- b) developing a prioritised shortlist of those services to be targeted
- c) introducing a development programme for Managers specifically around supporting and empowering staff including managing effective change
- d) introducing a peer coaching initiative for Managers
- e) considering staff training needs for any future changes

Relevant Policy Commitments: Adopt a 'Can Do Culture'

Action already being undertaken:

- a. Roadshows are currently taking place to introduce staff to, and engage them in, the Swansea Story. This will be followed up with team sessions
- b. The WLGA Peer Review report identified a number of recommendations in respect of culture change for the Innovation Programme to take forward. The action plan for the team has been revised around these outcomes and we have decided to take a focused approach and work more closely with Service Areas in order to implement them.

This approach is being piloted within Poverty and Prevention as it is a service area recognised for its innovative practices and has a mix of front line and back office staff.

Work has also been carried out with service areas following the results of the 2014 staff survey, including developing departmental management and leadership programmes. The upcoming results of the 2015 survey present an opportunity to support poorer performing service areas.

- c. The Corporate Learning and Development service run a 7 day 'Developing Leadership and Management Skills' programme which is suitable for new managers, staff aspiring to become managers or any manager who wishes to enhance their leadership and management skills. One day of this programme is dedicated to covering change management. The team also run a specific 1.5 change workshop entitled 'Understanding, coping with and building resilience towards change' and 'Overcoming the resistors to Change' which is suitable for all staff to attend. This workshop is currently being run to support staff through the current commissioning reviews.

- d. A draft Council wide Coaching policy has been developed. The policy needs further review and implementation is reliant on the appropriate resources being deployed.

- e. A Council wide training needs analysis is planned for 2016.

New actions following from the recommendation:

- A. Use the next staff survey results to highlight services, where improvement is needed, where the innovation programme can offer support.
- B. Build Change Management events into ongoing programme of events
- C. Review draft Coaching Policy and consider appropriate resources for implementation
- D. Council wide training needs analysis planned for 2016

Cabinet Member Comments: As above.

Recommendation is **AGREED**

Recommendation 5
Establish a streamlined measuring and monitoring process for driving improvement which is incorporated in the balanced scorecard.
Relevant Policy Commitments: Adopt a 'Can Do Culture'
Action already being undertaken: The Corporate Scorecard includes the following priority developments for the Workforce quadrant: <ul style="list-style-type: none"> • Undertake Workforce Planning for right people, right skills, right time • Employees appropriately engaged, empowered and motivated • Enable, encourage and reward innovation • Ensure everyone has an appraisal and development Measures and targets have been set for these areas which are monitored quarterly by the Executive Board.
New actions following from the recommendation: None
Cabinet Member Comments: As above.
Recommendation is AGREED

Recommendation 6
Produce a single action plan that incorporates the recommendations from the peer review, staff survey, Corporate Assessment and the outcomes from this inquiry with clear development milestones.
Relevant Policy Commitments: Adopt a 'Can Do Culture'
Action already being undertaken: The Peer Review and Corporate Assessment action plans have already been combined.
New actions following from the recommendation: A new consolidated Corporate Improvement Action Plan will be produced which incorporates all actions, including from this review and the staff survey.
Cabinet Member Comments: As above.
Recommendation is AGREED

Recommendation 7
Compare the outcomes of the annual staff survey with customer survey and publicise the results.
Relevant Policy Commitments: Adopt a 'Can Do Culture'

Action already being undertaken: Both the staff survey results and customer survey results are analysed and key issues addressed. However, there will be little or no comparative data because staff and customers are surveyed on totally different issues.
New actions following from the recommendation: Both survey results will be published and promoted internally and externally.
Cabinet Member Comments: As above.
Recommendation is AGREED

Recommendation 8
Take steps to ensure new staff receive corporate induction within 1 month of starting work with the Council.
Relevant Policy Commitments: Adopt a 'Can Do Culture'
Action already being undertaken: Communications have been sent to all Heads of Service, and reiterated in Top Brief, to remind all managers regarding their responsibility to ensure new staff complete the corporate and departmental induction.
New actions following from the recommendation: Monitor new starters and ensure that induction is carried out and that appropriate action is taken where there is failure to do so.
Cabinet Member Comments: As above.
Recommendation is AGREED

Recommendation 9
Review the corporate induction programme to ensure it includes required behaviours for a can do culture and information on the innovation programme.
Relevant Policy Commitments: Adopt a 'Can Do Culture'
Action already being undertaken: A review of induction content is underway to ensure inclusion of these behaviours.
New actions following from the recommendation: Corporate induction to be updated to include 'can do' behaviours and visibility of the Innovation Programme.
Cabinet Member Comments: As above.
Recommendation is AGREED

Recommendation 10
Provide a clear instruction to managers prior to the next survey to maximise completion of staff survey within their teams.

Relevant Policy Commitments: Adopt a 'Can Do Culture'
Action already being undertaken: The staff survey has been promoted via the Chief Executive's blog, StaffNet, email and a letter from the Chief Executive to all staff without workplace emails.
New actions following from the recommendation: Directors have cascaded instructions through their management tiers to promote the staff survey, especially in areas without access to email.
Cabinet Member Comments: As above.
Recommendation is AGREED

Recommendation 11
Set a target for completion of the staff survey of at least 50%.
Relevant Policy Commitments: Adopt a 'Can Do Culture'
Action already being undertaken: Last year's staff survey was the first to be carried out for approximately 10 years. The response rate was just above 20 per cent. Although no target was set for this year's survey, we made every effort to increase the response rate. This included: <ul style="list-style-type: none"> • Promoting the staff survey via the Chief Executive's blog, posters, StaffNet and email. • A letter from the Chief Executive to all staff without workplace emails. • The survey is available on the Council's public website to encourage employees (including school-based staff) without work-based computers to complete it. • Ballot boxes and survey in a number of venues including libraries, district housing offices and depots (last year some staff didn't want to return completed forms to their manager). • Staff are not asked to provide their payroll number (this was highlighted as an issue last year). <p>Also, managers were directed to encourage employees to complete the survey. In addition, three open days were held in Heol y Gors (which had a low response rate last year) and three sessions have been held with cleaning staff in our main buildings where response rates were very low last year.</p>
New actions following from the recommendation: Discussions were held with the trade unions to identify ways of increasing response rates. Actions include providing surveys and ballot boxes in a number of care homes where response rates were low last year. This year's staff survey closed on 2 nd October 2015 but consideration will be given to setting a target for the 2016 survey.

Cabinet Member Comments: As above.
Recommendation is AGREED

Recommendation 12
Provide guidance to managers to ensure a consistent approach to staff Induction.
Relevant Policy Commitments: Adopt a 'Can Do Culture'
Action already being undertaken: Communications have been sent to all Heads of Service, and reiterated in Top Brief, to remind all managers regarding their responsibility to ensure new staff complete the induction and departmental induction.
New actions following from the recommendation: Monitor new starters and ensure that induction is carried out and that appropriate action is taken where there is failure to do so.
Cabinet Member Comments: Adopt a 'Can Do Culture'
Recommendation is AGREED

Recommendation 13
Ensure that Senior Managers and Councillors model the behaviour they would like to see from staff by building innovation into manager's personal development plans and councillor annual training programmes.
Relevant Policy Commitments: Adopt a 'Can Do Culture'
Action already being undertaken: Innovation has been built into all managers' appraisals and work is being undertaken by the innovation community to consider behaviours expected by all staff, including managers, which will be built into the employee performance management process in the future. The Head of Democratic Services, Chair of Democratic Services, has been working closely with the Standards Committee regarding annual training programmes.
New actions following from the recommendation:
Cabinet Member Comments: As above.
Recommendation is AGREED

Recommendation 14
Ensuring managers incorporate innovation into staff appraisals, 1-2-1s and team meetings.
Relevant Policy Commitments: Adopt a 'Can Do Culture'

<p>Action already being undertaken:</p> <p>Innovation is included in the mandatory Competency Framework which went live in April 2014. The appraisal form was revised in April 2015 to incorporate specific questions around innovation. Both managers and employees are now required to explain their contribution to innovation over the appraisal period. An online appraisal system is being designed and a suggestion will be made that innovation is set as a pre-set competency requirement for every appraisal.</p> <p>The team are exploring building innovation into 1-2-1s and team meetings as part of the focused work underway with Poverty and Prevention to see how it works. Whilst it is important that these conversations are taking place, it is important that they are meaningful and not seen as forced or bureaucratic.</p>
<p>New actions following from the recommendation: None</p>
<p>Cabinet Member Comments: As above.</p>
<p>Recommendation is AGREED</p>

<p>Recommendation 15</p>
<p>Increase the variety of ways the Innovation Programme reaches staff and publicises activities considering tools like an 'innovation blog' and recording sessions accessible to staff on the Intranet.</p>
<p>Relevant Policy Commitments: Adopt a 'Can Do Culture'</p>
<p>Action already being undertaken:</p> <p>A variety of communication methods are being used to promote the Innovation programme including Jack's blog, Top Brief and regular stories on staffnet. The team also produce a quarterly newsletter which is sent out via email and hard copies placed in tea rooms etc. The team are developing new web pages via learning pool. The functionality of learning pool will allow for more dynamic and interactive activity.</p>
<p>New actions following from the recommendation:</p> <p>Develop the innovation newsletter to become more like a blog. Develop innovation events to take place more like a webinar</p>
<p>Cabinet Member Comments: As above.</p>
<p>Recommendation is AGREED</p>

<p>Recommendation 16</p>
<p>Encourage Senior Managers to undertake 'back to the floor' type activities with the outcomes forming part of the innovation blog.</p>
<p>Relevant Policy Commitments: Adopt a 'Can Do Culture'</p>
<p> </p>

<p>Action already being undertaken:</p> <p>Senior Managers are required, as part of the appraisal process, to evidence how they have been visible in the service areas.</p>
<p>New actions following from the recommendation:</p> <p>Build case studies of this activity in future innovation newsletters / blogs</p>
<p>Cabinet Member Comments: As above.</p>
<p>Recommendation is AGREED</p>

<p>Recommendation 17</p>
<p>Enable Councillors to be included in innovation activities including open invitations to Purple Room events and activities including publicising these activities on councillor micro site.</p>
<p>Relevant Policy Commitments: Adopt a 'Can Do Culture'</p>
<p>Action already being undertaken:</p> <p>Councillors have been involved in various Purple Room activities over the last 12 months e.g. Cabinet members have participated in the fly tipping problem solving sessions. The Innovation newsletter is also being sent directly to Councillors via email to update them on various innovative activities taking place across the council. Relevant Cabinet members will continue to be invited to such problem solving sessions and the team will ensure that purple room learning events are offered to Councillors to attend.</p>
<p>New actions following from the recommendation:</p> <p>Councillors to be invited to purple room learning events. Consider links between the Innovation Programme and the Councillors Development Programme</p>
<p>Cabinet Member Comments: As above.</p>
<p>Recommendation is AGREED</p>

<p>Recommendation 18</p>
<p>Develop a procedure for Councillors to be able to spend time in an observational/shadowing capacity within different Council departments.</p>
<p>Relevant Policy Commitments: Adopt a 'Can Do Culture'</p>
<p>Action already being undertaken:</p> <p>Councillors are already able to spend time in an observational / shadowing capacity within different Council Service Areas should they wish, although there is no formal procedure in place.</p>
<p> </p>

<p>New actions following from the recommendation: Should a Councillor wish to spend time in an observational/shadowing capacity within different Council Service Areas they should speak to the relevant Head of Service to arrange.</p> <p>Discuss with the Head of Democratic Services links between the Innovation Programme and the Councillors Development Programme</p>
<p>Cabinet Member Comments: As above.</p>
<p>Recommendation is AGREED</p>

<p>Recommendation 19</p>
<p>Meet with Trade Unions to discuss how they might be involved.</p>
<p>Relevant Policy Commitments: Adopt a 'Can Do Culture'</p>
<p>Action already being undertaken:</p> <p>Members from the Innovation Programme regularly attend the monthly Trade Union meeting to brief them on various aspects of the programme. The Chief Executive has also recently met with the trade unions to involve them in the current task and finish groups. Trade Unions are committed to supporting the programme and will get involved where able to do so.</p>
<p>New actions following from the recommendation: None</p>
<p>Cabinet Member Comments: As above.</p>
<p>Recommendation is AGREED</p>

3.0 Equality and Engagement Implications

- 3.1 An EIA Screening has been completed with the outcome that a full EIA report is not required. The reasons for this include the majority of the recommendations involving building upon initiatives that are already in place to bringing about organisational change and embedding a 'can do culture'. Equalities issues will be factored into running engagement activities, such as workshops, induction and training etc, to ensure that all staff are able to access them and participate. Examples include using different locations and times of the day / week to run events.

4.0 Legal Implications

- 4.1 There are no legal implications associated with this report.

5.0 Financial Implications

- 5.1 None.

Background Papers:

None

Appendices

Appendix A – The Corporate Culture Scrutiny Inquiry Panel Report, June 2015, Reported to Cabinet on 20th August 2015.