

Summary of approvals – Improvement - Theme 6 – Organisation & Culture

This document reflects a summary position of this theme setting out its objectives, aims/outcomes, resourcing

Theme objectives and outcomes

This theme will focus on creating a positive organisational culture that drives Nottingham City Council's improvement ambitions.

Key objectives will include:

- A redesigned organisation that delivers the right outcomes for the city
- A workforce development programme enabling a talented, motivated, productive and diverse workforce that delivers for the city
- An Individual Performance Framework that is truly embedded and enables, supports and holds people to account to perform at their best
- A Leadership Framework that creates a distributed leadership approach that ensures decisions are made at the right levels, and the right behaviours/ practice are modelled to enable culture change
- A comprehensive employee engagement and internal communication programme that will engage the workforce and support the delivery of change.

needs and the measures of success from the investment being undertaken.

The resourcing needs below are split into 2 sections:

1. **Table 1** - An overview of requirements both confirmed and estimated.
2. **Table 1** - Where resources have been previously approved these are captured in the overview
3. **Table 2** -Resources requiring approval as part of this document. The detail behind these proposals are captured in appropriately numbered documentation
4. **Table 3** – Confirmed approvals within this request if different from Table 2.

TABLE 1 - Overall resources requested – FTE / Costs (gross and net) / sourcing to deliver outcomes

Posts	H/C	FTE over 3 years		Cost £m	Sourcing	Approved
HR Consultant	3.00	1.00	H	0.133	Transformation	DDM 4402
HR Coordinator	1.00	0.33	D	0.025	Transformation	DDM 4402
Development & Change Manager (backfill)	1.00	0.67	K	0.127	Transformation	DDM 4402
ER Specialist	1.00	0.67	I	0.101	Transformation	DDM 4402
OD Product Development Officer	1.00	0.67	I	0.101	Transformation	DDM 4402
Internal Comms & Engagement Officer	1.00	0.67	H	0.088	Transformation	DDM 4402
OD Specialist	4.00	2.67	H	0.354	Transformation	DDM 4404
External Coaching for 1:1 specific requirements - SLMG level where required – estimate 20 x £1500 per annum over a 3 year period	0.00	0.00	External trainer	0.100	Transformation	#9
External Review of our EDI strategy/ approach/ interventions	0.00	0.00	External trainer	0.025	Transformation	#9
Accelerated development programme future leaders with protected characteristics (commissioned externally)	0.00	0.00	External trainer	0.050	Transformation	#9
Leadership Development programme for all SLMG c.65 individuals (group training sessions) over a 3 year period	0.00	0.00	External trainer	0.100	Transformation	#9
In-house profiling and assessment capability – training of own practitioners - Supporting middle manager development, approx. 1000 individuals	0.00	0.00	External trainer	0.049	Transformation	#9
New Recognition Portal (optional)	0.00	0.00	Subscription	0.024	Transformation	No
Intranet Upgrade / Development	0.00	0.00	IT	0.025	Transformation	No
Suitable rentable learning space / off-site venues	0.00	0.00	Rental	0.010	Transformation	No
LGA - restructure support – LGA fully funded	0.00	0.00	Consultant	0.030	Transformation	No
TOTAL	12.00	6.67		1.312	18% of total	

Separate approval	0.929
To be approved	0.383

TABLE 2 - Resource required in this decision - Executive Decision

Projects				Cost £m	Sourcing	Doc number
External Coaching for 1:1 specific requirements - SLMG level where required – estimate 20 x £1,500 per annum over a 3 year period			External trainer/ coaching	0.100	Transformation	#9
External Review of our EDI strategy/ approach/ interventions			External trainer	0.025	Transformation	#9
Accelerated development programme future leaders with protected characteristics (commissioned externally)			External trainer	0.050	Transformation	#9
Leadership Development programme for all SLMG c.65 individuals (group training sessions) over a 3 year period			External trainer	0.100	Transformation	#9
In-house profiling and assessment capability – training of own practitioners - Supporting middle manager development, approx. 1000 individuals			External trainer	0.049	Transformation	#9
TOTAL				0.324		

TABLE 3 - Projects APPROVED

				Cost £m	Sourcing	Approved
TOTAL				0	0	

Success and performance measures for colleagues and the organisation

Shorter term measures:

- Improvement of Individual Performance Reviews that are completed and the quality of conversations.
- Increased attendance levels at development interventions, and coaching & mentoring.
- Evaluation of development interventions – participant feedback and manager feedback (3/6 months)
- Increased engagement – attendance at engagement events, feedback, comments, suggestions, contributions from workforce at all levels
- Colleague Opinion - Colleague Opinion Survey designed and delivered in autumn 2021 and repeated in autumn 2023.
- Mini/ specific/ targeted 'Pulse Surveys' in-between full colleague opinion survey
- Focus Groups – repeat of culture mapping conversations to measure changes (Jan-Mar 2022)

Longer term measures:

Improved engagement/commitment demonstrated via HR metrics:

- Reduced disciplinary, capability, grievance cases.
- Reduced sickness - less occurrences of stress and mental health issues in particular
- Less unplanned restructuring and service redesign undertaken within agreed principles to support transformation; reduced turnover; 'employer of choice for talent'.
- Improved workforce planning, succession planning, talent management
- A workforce representative of the city profile in terms of numbers and seniority.

Summary of key activities and deliverables

1. Undertaking a review of the council's management structure using the LGA's Decision Making Accountability methodology.
2. Resetting the performance, management and leadership behaviours of managers and employees.
3. Supporting the embedding of Member / Officer Protocol and rewritten constitution and financial regulations.
4. Refreshed performance management framework and appraisal process for all employees.

Impact of not having any focused resources

- Inability to embed culture change and drive performance of officers.
- Value for money not delivered through contractual arrangements.

Impact of not having additional resources

- Expertise required regarding elements of culture change.
- Review and implement at pace.

Date Leader consulted

Leader Signature..... Date.....

CEX Signature..... Date.....