

WIRRAL COUNCIL

SPECIAL CABINET

MARCH 29 2012

SUBJECT:	CHANGING THE CULTURE
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF LAW, HR AND ASSET MANAGEMENT
RESPONSIBLE PORTFOLIO HOLDER:	CLLR TOM HARNEY
KEY DECISION?	YES

1.0 EXECUTIVE SUMMARY

1.1 This report outlines the key areas for consideration in developing the culture of Wirral Council. Cabinet are asked to:

- i. Approve the outlined approach to culture development at Wirral Council
- ii. Recommend the Performance Appraisal process to the Employment & Appointments Committee
- iii. Agree a cross party working group to develop organisational Values to underpin the culture programme.

1.2 A significant amount of work has already been carried out in key areas relating to the development of culture namely:

- Values and Behaviours
- HR & People Policies
- People Processes
- Leadership Expectations and Development
- Organisational Development

1.3 The proposed activity outlined in this report will contribute to the Wirral Improvement Board agreed Improvement Priorities:

- Corporate Plan
- Focus on Critical Service Areas , safeguarding and developing the local economy
- Budget and Financial Stability
- Corporate Governance and Decision making
- Leadership – Political and Managerial

2.0 DEVELOPING A DESIRED ORGANISATIONAL CULTURE

2.1 Organisational culture is a system of shared values and a belief about what is important, what behaviours are appropriate and about both feelings and relationships. Culture can be described as “the way we do things around here”.

2.2 The objective of the culture development programme will be to devise and deliver a strategy to improve corporate culture and compliance with corporate governance procedures through a comprehensive programme of promotion, communication and engagement. The proposed approach will involve a review of activity undertaken so far in this area with the intention of aligning, re-focussing and adding to, in order to reflect the Improvement Board priorities and the Values of the organisational. This can be summarised by the following questions:

- Who we are – Organisational Values
- What we do – Our Objectives, Corporate Plan and Strategies
- How we do it – Our Behaviours, Policies and People Processes

4.0 PROGRESS TO DATE

4.1 Values and Behaviours

Currently the organisations Key Issues Exchange (KIE) process is based upon corporate and leadership behaviours, which have been in place since 2001. A review of these values took place in 2012 based upon feedback from Senior Managers and focus groups of employees, including Trade Unions. Work has been taking place since May 2011 to develop new corporate values and behaviours that will underpin the performance management framework.

4.1.1 The Purpose of Values and Behaviours

The purpose of values and behaviours is to define not just **what** we do but **how** we do it. This is an important part of developing the culture of the Organisation. Individuals within an organisation should feel a connection to the values and recognise their own behaviour that of their managers and their leaders in the way the council goes about its everyday business.

The following organisational Values have been proposed since May 2011:

Source	Detail	Timeframe
<p>Corporate Plan 2011- 2014 (derived from key messages within the Corporate Plan) Based on input from chief officers, heads of services, senior managers, and employee focus groups.</p>	<p>PEFORM</p> <ul style="list-style-type: none"> • People First • Effective & Efficient • Flexible • Open & Honest • Respect Others • Maximise Potential 	<p>May 2011</p>
<p>Destination Excellence (referred to in the Draft Corporate Plan)</p>	<ul style="list-style-type: none"> • Wirral people at the heart of what we do • Willing to challenge and be challenged • Learn form our mistakes and what we do well 	<p>December 2011</p>

	<ul style="list-style-type: none"> • Be open and honest, acting with integrity • Base decisions on sound evidence 	
Budget 2012-13	<ul style="list-style-type: none"> • Unity • Integrity • Understanding • Excellence • Responsibility 	March 2012

4.1.2 Consultation on Values

It is recommended that a cross party working group be set up to bring together all of the above into a set of shared Values that are enduring so that they can form the basis of the culture programme.

4.2 HR and People Policies

4.2.1 A significant amount of work needs to be undertaken to refine and develop key HR policies to support the organisation through culture change. A revised Whistleblowing policy was agreed in September 2011. Work is also underway on Dignity at Work and Grievance policies which will provide a framework setting out the values, standards and behaviours in the workplace and strengthen our arrangements for dealing with concerns and complaints if they arise from our employees.

4.2.2 We also need to develop our wider suite of HR People policies and their accessibility to improve information and guidance available to managers. We are also reviewing all key HR People processes and procedures to make them as efficient as possible and support the requirements of organisation but also to ensure that they are robust, transparent, auditable and are applied consistently to improve governance.

4.2.3 In support of these policies a communication and training programme will be delivered to ensure managers are both confident and competent in their use. A parallel programme of communication targeted at employees will run alongside the managers training.

4.3 Process

4.3.1 The key process to support a change in behaviour and improve performance across the council is the proposed introduction of Performance Appraisal and supporting Leadership Expectations. (*Appendix 1 and Appendix 2*).

4.3.2 The Council's current Key Issues Exchange has delivered well in the past, recent returns rates indicate that a refreshed and updated approach is needed. Initially it is proposed that a performance appraisal framework is introduced at the senior level of the organisation replacing KIE. KIE will continue and indeed will be vital for the rest of the workforce until performance appraisal is adopted across the whole organisation.

4.3.3 The Purpose of Performance Appraisal

Performance appraisal and development is an important part of the performance management process. The purpose of performance appraisal is to:

- Improve the performance of the workforce.
- Improve the leadership and management of the organisation
- Clarify expectations of employees.
- Ensure that Council employees are supported at a time of rapid organisational change.
- Align performance outputs and outcomes to the objectives of the organisation.
- Recognise and celebrate the achievement of our employees.
- Develop employees to improve performance through learning and feedback.

4.3.4 The aims of the performance appraisal and development process

- To ensure that all employees are aware of and fully understand the organisation's purpose and goals and what is expected of them in support of the organisational culture
- To ensure that all employees are aware of and fully understand their role, and the contribution they make to the Council's goals and targets.
- To ensure that all employees are engaged with and committed to delivering excellent services for Wirral and the Community.
- To increase the capability and performance of the workforce.
- To create an organisational culture and environment that encourages and promotes excellent performance and performance management.
- To provide a framework to enable discussions about performance and future expectations.
- To identify, analyse and meet the learning and development needs of individuals to empower and improve the performance of the workforce.
- To recognise and celebrate the progress and achievements of individuals and the workforce.

4.3.5 Introducing the Performance Appraisal and Development Process

As a result of the activity that has already been carried out on the development of a new approach to Performance Appraisal, delivery could commence immediately with Chief Officers, Heads of Service and senior managers whilst completing the work on organisational values and behaviours. It is acknowledged that in doing this we may miss the opportunity to incorporate them as part of the Appraisal process at a senior level in the first instance. However we will need to put in place a training programme to deliver the Appraisal process. The framework for the programme is developed awaiting any changes following consideration and decision making from Elected Members. By progressing the work in a parallel process we will be able to move forward and bring the work together.

5 LEADERSHIP

5.1 Leadership development is essential to organisational success and is critical to bring about change. Supporting both current and aspiring leaders at Wirral Council is an

important strand of the People Strategy 2011 -2012 and plays a vital part of a culture development programme.

5.2 Leadership Expectations

5.2.1 The Leadership Expectations Framework is intended to be as an accepted standard of good management practice across the Council for all managers and leaders. It categorises areas of activity and outlines the standards expected within each. A development programme to support some areas of the framework is already in place but will further development is required to create a complete modular programme targeting key areas and directing managers and leaders through appropriate learning and development.

5.2.2 It is proposed that the attached Leadership Expectations Framework (Appendix 2) be updated in light of Corporate Governance and Improvement Priorities and be presented to Employment and Appointments Committee for approval alongside the Performance Appraisal documentation.

5.3 Current Leadership Development Programme

5.3.1 The aim of the Leadership Development Programme is to embed excellence in management practice and create leaders who can lead the organisation into the future and the challenges this may bring. Our current corporate offer of leadership development comprises three main elements-:

- **The Skills for Wirral Managers Programme.** This is a core skills programme for managers built around policy, procedure, personal development and managing others delivered in-house. It is this programme that will be developed into the modular programme discussed above.
- **The Institute of Leadership and Management Award and Certificate.** These are management qualifications accredited by an external organisation at Level 3 and Level 5. The programmes accredit achievement in the fundamental of management practice and develop managers to work more collaboratively and in a solution focused way.
- **The Masters in Business Administration.** This is a three year academic qualification delivered by Chester University for Senior Managers. Progress from year to year of the programme is based upon performance improved.

5.3.2 The Leadership Development programme in its entirety must reflect the organisational culture and the Values and Behaviours expected by Managers and Leaders. All leadership development will be aligned to the culture change programme objectives in ensuring that managers adopt the agreed behaviours and develop in areas that are deemed to be a priority for the organisation.

5.3.3 It is recommended that bespoke leadership development programme is considered to bring together the Councils leaders and managers to affect change. Further work will need to be undertaken, and a report back to a future cabinet.

6.0 EMBEDDING CULTURE CHANGE

- 6.1 In developing Organisational Culture, the Council needs to understand and gain the views and feedback from our employees. This approach is an action as part of the people strategy action plan as agreed at The Employments and Appointments Committee 17 June 2010. The Employee Opinion Survey (IPSOS MORI) is currently underway. The main aim of the Survey is to ascertain how employees feel about their relationships in work, their work load, communication, wellbeing and direction of the organisation. Additional questions have also been included to gain further feedback about the health and well being of our employees as part of our Fit 4 Wirral approach as well as specific questions about bullying and harassment.
- 6.2 The external provider, IPSOS MORI, were chosen to run the survey on our behalf. They are a well regarded industry consultant in this area and will provide us with comparative data from other organisations. We will therefore not only be getting our own employees views, but we can then compare our results with others. This will give the Council the ability to benchmark the feedback across other organisations to gain perspective. Actions arising from the feedback will feed into the Improvement Programme, Culture programme and People Strategy.
- 6.3 A short survey completed recently through the corporate governance improvement team will also be used to inform the culture programme.

7.0 OTHER OPTIONS CONSIDERED

- 7.1 This report is designed to compliment and contribute to the work of the Improvement Board, and is in response to AKA Ltd's report highlighting profound cultural issues within the organisation and as such no further options were considered.

8.0 CONSULTATION

- 8.1 This report has been informed by employee consultation and will be further consulted on with staff, trade unions and other stakeholders.

9.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 9.1 None arising directly from this report.

10.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

- 10.1 None arising directly from this report.

11.0 LEGAL IMPLICATIONS

- 11.1 None arising directly from this report.

12.0 EQUALITIES IMPLICATIONS

- 12.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

(a) Yes and impact review is attached –

<http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010/law-hr-asset-management>

13.0 CARBON REDUCTION IMPLICATIONS

13.1 None arising directly from this report.

14.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

14.1 None arising directly from this report.

15.0 RECOMMENDATION/S

15.1 That, subject to the endorsement of the Improvement Board, Cabinet –

- (i) Approve the outlined approach to culture development at Wirral Council.
- (ii) Recommend the Performance Appraisal process to The Employment and Appointments Committee
- (iii) Agree to a cross party working group to develop organisational Values to underpin the culture programme.

16.0 REASON/S FOR RECOMMENDATION/S

16.1 As detailed within the report.

REPORT AUTHOR: *Chris Hyams*
Head of Human Resources and Organisational Development
Telephone: 0151 691 8590
email: chrishyams@wirral.gov.uk

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet	22 September 2011
Employment & Appointments Committee	17 June 2010



Performance Appraisal

About you

Name	Department
Employee No	Last Appraisal
Role	Appraisal Date
	Planned Review Date

Section 1: Looking back

Reviewing your objectives

What did you achieve?

Which Wirral Values did you demonstrate to achieve your objectives effectively?

	Last year's work objectives	Results achieved			Score (0-4)
		What did you achieve?	What was the outcome?	Which Wirral Values did you demonstrate?	
1					
2					
3					
4					
5					
6					

What did you achieve against Our Leadership and Management Expectations, and Our Values and Behaviours?

		Results achieved		Score (0-4)
		What did you achieve?	Where are the gaps?	
1	Our Leadership and Management Expectations			
2	Our Values and Behaviours			

Scoring criteria

Each objective should be measured against the following scoring criteria:

Score	Description
N/A	Not Applicable - unable to achieve due to other factors.
1	Not Achieved - has not achieved the required performance.
2	Partially Achieved – has partially achieved the required performance.
3	Achieved – has achieved the required performance.
4	Exceeded – has achieved and exceeded the required performance.

Our conclusions and next steps

What conclusions can we make from this year's performance?

What actions do we need to take as a result?

If objectives were not achieved, what lessons can we learn?

Section 2: Where are you now?

What has changed/is changing in your work environment?
What does this mean for you?

Section 3: Looking forward

Section 3.1: Setting your objectives

In discussion with your Manager, consider what needs to be achieved and how will you go about it?
What objectives do you need to deliver to do your job and contribute to the delivery of the Departmental Plan?

	SMART Objectives: work (Specific, Measurable, Achievable, Relevant & Time bound)	What will the outcome be?	Which Wirral Values & Behaviours are important to achieve these objectives?
--	--	---------------------------	---

1			
2			
3			
4			
5			
6			

Objectives should include job specific competencies and/or relevant professional standards where applicable.

In discussion with your Manager, consider what needs to be achieved in relation to Our Leadership and management Expectations and Our Values and Behaviours

	SMART Objectives (Specific, Measurable, Achievable, Relevant & Time bound)	What will the outcome be?
1.	Our Leadership and Management Expectations	

2.	Our Values and Behaviours	
----	---------------------------	--

Section 4: Personal Development

Section 4.1: Reviewing your personal development plan

What learning and development have you undertaken?
 How did this learning help you meet your objectives?
 How have you addressed your 360 degree feedback? (if applicable)

Section 4.2: This Year's Personal Development Plan

What learning and development do you need to achieve your objectives and support you ongoing development?
 What priorities for development from the 360 degree feedback you received, need to be incorporated? (if applicable)

Learning and Development from the Corporate Programme (e.g. workshops, courses etc)

What	How	By When	Progress
------	-----	---------	----------

--	--	--	--

Please copy any Learning and Development requests identified in the box above, on to training application forms and ask your manager to approve and email them to trainingapplications@wirral.gov.uk, or post the form to the Organisational Development Team, Wallasey Town Hall, South Annexe.

Learning and Development in the workplace (informal approaches e.g. shadowing, mentoring, job swaps)

What learning and development can your manager commit to now?

What	How	By When	Progress

Section 5: Comments

Are there any additional comments?

Our Checklist

	<input checked="" type="checkbox"/>
CRB	
Conflict of Interest	
Gifts and Hospitality	
Qualifications	
Driving licence	
Skills for Life (literacy, numeracy, ICT)	

Please send an email to confirm that this performance appraisal has taken place to trainingapplications@wirral.gov.uk. Include employee name, employee number and the date of the appraisal.

Employee signature:

date:

Manager signature:

date:

Senior Manager signature:
(If applicable)

date:

Senior Manager Comments (if appropriate):

Appendix 2 - Leadership Expectations Framework

Leadership and Management: Our Expectations

Managers at Wirral Council are expected to do the following to maximise performance, to deliver outcomes for the people and communities of Wirral-:

<p>Communication</p> <ul style="list-style-type: none"> • Conduct regular effective one-to-ones, team briefs and meetings • Articulate clearly to colleagues • Communicate key messages and encourage feedback • Build networks internally & externally 	<p>Change & Service Development</p> <ul style="list-style-type: none"> • Drive & champion change • Plan & improve service delivery • Consult with users and others providers to inform service provision 	<p>Safety & Health at Work</p> <ul style="list-style-type: none"> • Promote employee health & well being • Meet statutory legislative requirements • Conduct risk assessments • Manage health & safety risks appropriately
<p>Performance Management</p> <ul style="list-style-type: none"> • Translate the Council's goals and priorities into service/team/individual objectives • Achieve realistic performance targets and standards within agreed resources • Deliver improved service delivery through learning and innovation 	<p>Equality & Diversity</p> <ul style="list-style-type: none"> • Manage behaviours • Conduct Equality Impact Assessments • Undertake responsibilities under The Equality Duty & Dignity/Respect Agenda 	<p>People and Culture</p> <ul style="list-style-type: none"> • Provide leadership • Motivate & develop your team effectively • Deliver performance appraisals • Manage attendance effectively • Deliver within the employee HR framework
<p>Financial Management</p> <ul style="list-style-type: none"> • Manage service delivery within approved budgets & resources • Improve management of assets • Identify & implement improvements to value for money 	<p>Corporate Governance</p> <ul style="list-style-type: none"> • Focus on community requirement • Deliver services in an effective and efficient manner • Manage risk • Deliver excellent standards & codes of conduct • Provide and adhere to transparent structure & process 	<p>Risk Management</p> <ul style="list-style-type: none"> • Deliver the Council's risk framework & processes • Assess, monitor and escalate risks & issues • Identify & advise on new risks arising from new objectives/activities • Deliver the Council's emergency planning process

Underpinned by Wirral values and Wirral behaviours which run through all that we do.