

Culture Review

Brighter Future Transformation Programme

21 March 2018

Sara Barker and Mary Clarke

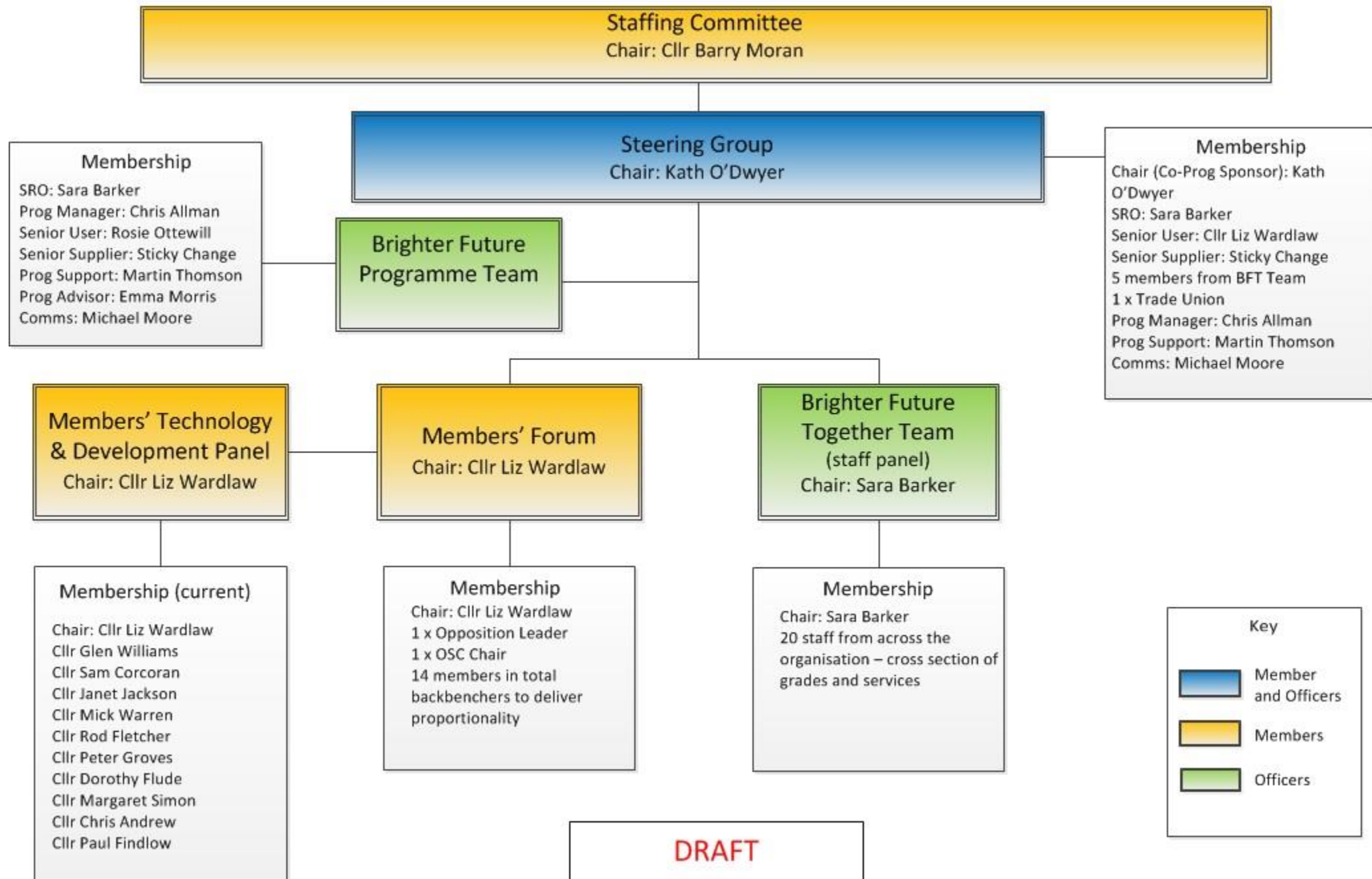
Agenda

- **Progress since publication of culture report**
- **Governance and reporting**
- **Introduction to Sticky Change**
- **Brighter Future Transformation programme**
- **Opportunities and outcomes**
- **Risks**
- **Next steps**
- **Role of the Staffing Committee**

Progress since the publication of the culture report

- **Accepted LGA Report and recommendations**
- **Briefings have been provided to Cabinet, CLT and the Trade Unions**
- **Launched Communication Strategy**
- **Leader has met with Group Leaders – Group Whips to hold regular meetings and roll out of member involvement to follow**
- **Procured Sticky Change to support delivery of the culture programme**
- **Invites sent out for the staff forums**
- **Initiation events for the programme planned to take place in the next few weeks**
- **Terms of References for governance arrangements are currently being drafted**
- **CLT workshop arranged to identify core narrative around workplace culture**

The Brighter Future Programme – Governance Structure and Arrangements



Role of the Leader

- **Co-Programme Sponsor**
- **Member of Staffing Committee**

Governance arrangement - High level initial thoughts

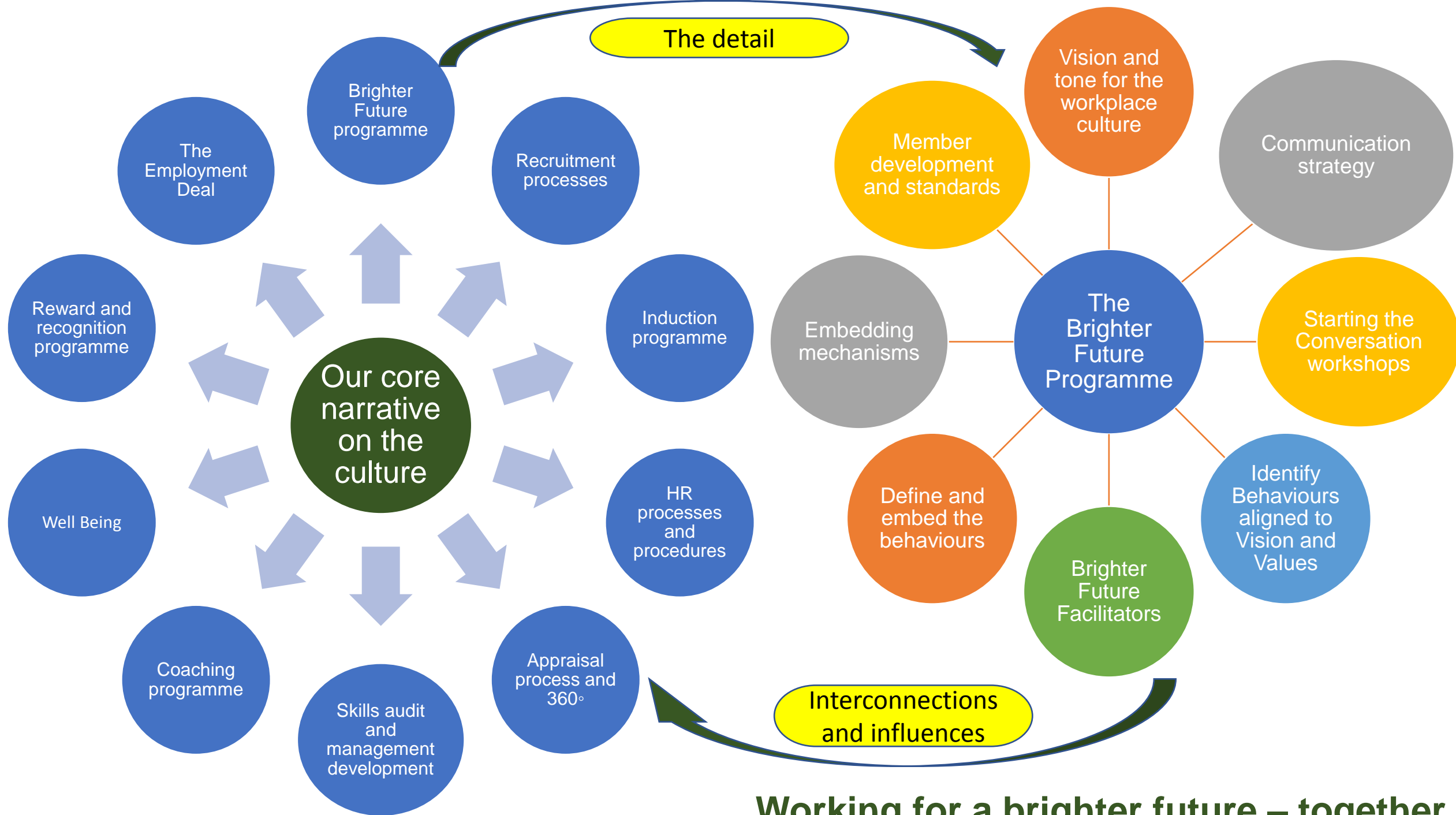
Group Name	Purpose
Steering Group	To provide a strategic direction, governance and to provide assurance for the Council in terms of the progress and outcomes. To drive the programme forward, provide resource and support where needed and ensure it delivers the expected outcomes and benefits.
Programme Team	To deliver on the programme objectives and outcomes. In addition, design, implement and embed the activities and interventions outlined in the Organisational Transformation Programme plan, ensuring that it delivers the expected benefits.
Brighter Future Together Team	To provide challenge and act as a critical friend and staff voice to the design, implementation and embedding of the Organisational Transformation Programme.
Members' Forum	To provide a collective cross party political steer and joint advocacy of the programme objectives and outcomes. A key focus of the group will be member culture and role modelling the desired behaviours.
Members' Technology and Development Panel	To ensure that training that is identified through the Brighter Future Programme is developed and delivered.

Introduction to Sticky Change

- A bespoke partnership designed specifically to deliver transformational change
- Ron Pierce, Mary Clarke and Mags Porter
- Worked across many sectors in this capacity, public and private
- It's all about behaviours and attitudes
- Need to create an enabling working environment



Brighter Future Transformation Programme



How will this roll out?

Initiation Phase

- **Agree the programme objectives, scope and deliverables, governance arrangements and risk**
- **Identify a core narrative around workplace culture**
- **Establish a communications strategy**

Starting the Conversation

- **Design and deliver a series of workshops and on line mechanisms to engage both staff and members in the cultural vision and required behaviours for success**

How will this roll out?

Developing the deal and mobilising the Facilitators

- **Recruit a team of Brighter Future Facilitators**
- **Align and/or develop processes and procedures including**
 - The employment deal
 - A revised appraisal and induction process
 - An improved Making a Difference employee recognition scheme
- **Design the Brighter Future workshops for all staff and members**
- **Hold the Leading the Change event for our Wider Leadership Community**

How will this roll out?

Engaging everyone in working for a brighter future

- **The Brighter Future workshops to engage all staff in:-**
 - The workplace cultural narrative
 - The employment deal
 - The refreshed behaviours
 - The role everyone has to play
- **Similar Brighter Future workshops for all Elected Members**
- **Start to take the temperature of progress towards the vision**

How will this roll out?

Broader alignment and development

- A detailed skills audit for all managers
- Appropriate leadership and management skills training at all levels of the organisation
- A Brighter Future training programme for all Elected Members

Inform, sustain and embed

- Establish forums and other mechanisms to enhance networking
- Engagement events for key stakeholders groups e.g. Wider Leadership Community and Cabinet

Initial risks

- **Communication is critical to our success**
- **Resources, time and availability of all our people – staff and members**
- **Emotional resilience of staff**
- **Willingness of staff and members to fully engage**
- **Timeliness and relevance of PDR conversations**

Opportunities and Outcomes

- **An opportunity to fully engage with all of our workforce to set and define the culture and behaviours**
- **To develop a clear and compelling vision and cultural narrative**
- **Staff feel engaged, valued and understand the vision and the part they play in achieving it through an employee deal**
- **Processes and procedures that align and support the workplace vision**
- **A joined up community with clear expectations and behaviours**
- **Engagement and wellbeing is increased across the Council**

Next steps

- **Sign off the Terms of Reference for governance arrangements**
- **Hold the first Brighter Future Team initiation event (Staff Forum) and Members' Forum**
- **Identify the participants in the Starting the Conversation workshops**
- **Design the key workshops**
- **Hold Starting the Conversation workshops in April**
- **Hold Cabinet and CLT meeting - scheduled for April**
- **Identify key risks and dependencies**

Role of the Staffing Committee

- Provide “scrutiny” to the Brighter Future Transformation Programme
- Receive regular reports on progress

Questions?