



To: Joint staff and Employer Forum  
Report by: Vicki Davidson, Organisational Development Manager  
Date: 17<sup>th</sup> November 2010

**1. Executive summary** To note the actions which have been implemented following the successful IIP Assessment in December 2009, against 2 indicators where improvements could be made

**2. Recommendations** That this briefing paper is discussed, noted and accepted.

### **3. Introduction**

In April 2010, JSEF received a short paper reporting on the successful achievement of the Investors in People (IIP) status, following assessment in December 2009. Members requested feedback to JSEF on actions to address two indicators where improvements could be made post assessment.

This report provides an update on the actions that have been taken by the City Council.

### **4. Background**

Members will recall that the Council has held Investors in People status since 1995, and that in December 2009 we were assessed against the 10 standards, which cover three main areas – ‘Developing Strategies to improve the performance of the organisation’, ‘Taking action to improve the performance of the organisation’ and ‘Evaluating the impact on performance of the organisation’.

The assessment highlighted many key strengths and areas of good practice and in particular the huge effort people put into their jobs and their customer and Council loyalty which has ensured that the Council maintains a high level of performance, even whilst the Council is going through major cultural and structural change.

The two indicators which the assessor identified the need for further action were:

6.3 (recognising staff contribution) and 10.3 (continuous improvements).

Both of these are key to successful change management and culture change.

Specifically the assessor’s assessment against 6.3 was to acknowledge the need to manage change effectively and whilst the picture was majority strong, those facing restructuring were more vulnerable particularly when the support and communication

appeared to be lacking.

The evidence for indicator 10.3 was about seeking examples from staff about improvements that have been made to the way the City Council manages and develops its people. The assessor was aware that perceptions of improvement would continue to be adversely affected by the on-going change process

## **5. Actions taken and planned**

The assessor attended a Corporate Management team meeting, in March 2009, when the key issues about managing change well, clarifying the vision, values and direction of the City Council and recognising and valuing staff and team contribution were explored. I then attended all the Department Management teams to review and discuss the assessor's report. The IIP report has been published on the HR intranet pages and the IIP co-ordinators have been involved in communicating this in their departments.

The report was recognised and acknowledged by senior management and the underlying messages have been cascaded through teams.

During the period since the assessment in December 2009, the City Council has been undergoing a period of continuous change.

The following aspects where the City Council has taken action to address the two indicators where improvements are needed, are worth highlighting and these feed in to ongoing work to address the underlying theme of 'ensuring that change is handled effectively':

- The Chief Executive has produced her restructure proposals and implementation is underway on the major restructure of the City Council. Following implementation of the senior management structure, Heads of Service are now beginning consultation on the subsequent proposal for structural changes in their services
- Appointments have been made to all the Director posts and to all the Heads of Service posts including the 3 recent external appointments (Head of Planning, Head of Corporate Strategy and Head of Customer Services). The job profiles for both the Directors and the Heads of Service have significantly changed and require a more strategic approach
- The Chief Executive has introduced a communication 'blog' for staff and blogs at least once a week. This complements the staff newsletter 'City Scene' which is produced quarterly and the monthly e-mail City Briefing. Extra editions of City Briefing have been produced specifically to update staff on the progress of corporate restructuring. All three media are used to recognise staff contributions.

- The medium term objectives including a clear vision and values have been revised and a more streamlined service planning process has been introduced
- The Leader has attended a lunch time manager briefing to introduce the medium term objectives and the vision of a 'One Council' approach
- The Chief Executive has commissioned some work with Corporate Marketing and Human Resources to explore the possibility of introducing a corporate, staff recognition scheme (based on recognition for a job well done rather than financial reward)
- All Heads of Service have attended a new strategic leadership development programme and this has a significant element on managing change and leaders as role models. A further programme is being offered to senior managers in March 2011.
- A Fundamentals of Management programme is being offered to first line managers/team leaders, again including a managing change module
- We are continuing to offer workshops to managers and to staff on managing change and offering redundancy support.
- HR are continuing to research best practice in dealing with change management and an article about the successful change management process undertaken at the time of the introduction of the Customer Service Centre has featured on the web site of the Improvement and Development Agency.
- The Leader of the Council and the Chief Executive will be holding a series of staff briefings after full Council on 8<sup>th</sup> November to give an update on the Comprehensive Spending Review and the impact Council's budget position. All staff have been offered an opportunity to attend.

It is important not to lose sight of the significant cultural change that is going on in Cambridge City Council and to recognise the impact of on all employees.

Elected members, the Chief Executive, all managers, staff and the Trade Unions all have a role to play in creating the culture and in ensuring that the organisation is fit for purpose in the challenging local government environment we are facing and ensuring that the City Council continues to be a recognised Investor in People.

**6. Conclusions** The Assessor (Sarah Garfield) is visiting the City Council for an

**and next steps**

annual maintenance visit in January 2011 to discuss progress in maintaining our IIP status and to offer us any further assistance in continuous improvement. Sarah will be meeting with the Head of Human Resources and myself and we will be providing feedback to the Strategic Leadership Team on actions identified.

A Staff Attitude Survey is also planned for the early part of 2011.

In due course JSEF will receive updates on IIP as relevant.

The December IIP Assessment report – December 2009 was used as background papers in the preparation of this report

To inspect the background papers or if you have a query on the report please contact:

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