

APPENDIX B

OUR SURVEY FINDINGS:

Alignment

Perceptions of consistency, fit, links or integration between the values, behaviours or objectives of different stakeholders, both internal and external and with the organisation purpose

What has worked so far?

Clarity of behavioural expectations – clearly communicated and incorporated into performance frameworks, to support staff to achieve organisational objectives
Repetition and consistency of message through various communication channels
Clear commissioning objectives aligned to the corporate plans
"The burning platform of austerity gave an unarguable need for change" – illustrating the benefit of a focussed and clearly understood imperative for action
Developing an understanding of the differing perspectives, pressures and objectives of ones partners.
Clear vision, translated into behavioural "way of working" standards

What did councils find were barriers?

On-going change within the organisation has created some difficulties in embedding the behaviours when many of the services that people work in might commissioned externally
Communication often viewed as an optional extra
Resistance to change and financial challenge has affected management capacity to focus on leading behaviour change as opposed to implementing financially driven change
Internal silo mentalities and (perceived) threat to professional power bases
External out-sourced teams have been left behind on the journey

What would most help councils get to where they want to be?

Even more focus on behaviours in employee performance, talent management and recruitment
More active joint working with partners
Assisting those people who won't buy into the future values to leave the organisation
Clear political leadership
One-workforce thinking, covering everyone delivering the council's services
Corporate business planning that sets out a vision and strategy with outcomes set against stakeholder requirements and expectations
Flexibility with processes

Shared purpose

An organisation's purpose is its identity, the reason why it exists and the golden thread to which its strategy should be aligned. Shared purpose takes the connection with the organisational purpose one step further to be shared by all employees and often beyond, to include external stakeholders

What has worked so far?

Clear corporate plans that are understood by all
Clear leadership from senior officers (and elected members)
Developing a shared sense of purpose and identity, for example the clear focus for many on the financial challenges faced

What did councils find were barriers?

Diversity and complexity of local government often results in weak generic purpose
Staff who don't like the corporate plan have sometimes been passive saboteurs of change
Some areas of the organisation are still resistant to change. This may be related to just a few priorities, which has meant that some areas may not feel or be as connected as they might
Fears about not sharing between partners.
Health not facing the same challenge at the same time
Lack of understanding
Taking people through the change and ensuring we don't become stagnant

What would most help councils get to where they want to be?

Base organisational purpose on transformation themes, regardless of which individuals lead or are involved
Clearly express areas that are not priorities as well as those that are
Agree future strategic direction in relation to partners (even where organisational politics hinders progress)
Continue to be part of shaping the future

Leadership

Senior leaders articulate a future-oriented vision in an appropriate style that informs decision-making and empowers employees to achieve organisational effectiveness. The ability to lead, however, is not confined to senior leaders and can be demonstrated at all levels

What has worked so far?

More visible leaders
Consistent approaches to management board meeting
Ensuring effective systems are in operation for the cascade of information up and down the organisation – from board level, through teams, down to one-to-one's and appraisals

Developing and maintaining strong leadership around clear transformation and improvement programmes. For example, developing leadership skills necessary to support the commissioning structure

What did councils find were barriers?

With financial challenges sometimes the immediate is prioritised over the future
Some concern that leaders have not operated as a team
Reluctance to complete appraisal process amongst some managers
Silo behaviour
Dealing with the challenge of the politics – in some cases this has felt like damaging political interference and/or inappropriate or unhelpful political loyalties
Some parts of the organisation felt left out

What would most help councils get to where they want to be?

Provide more time and space for managers to get involved
Build an affective senior leadership team that maintains visibility
Continued commitment to ensure appraisal systems are followed through and challenging poorly performing managers
Create an inclusive "one council" way forward
Continue and expand transformation programmes where these are working

Locus of engagement

People can be engaged at different levels and with various aspects of the organisation or the work and their engagement can be transactional or emotional in nature

What has worked so far?

Using a variety of methods, including podcasts and social media to share information
Employee opinion surveys, manager forums and job shadowing.

What did councils find were barriers?

No specific barriers were identified under this particular theme

What would most help councils get to where they want to be?

No specific actions were identified under this particular theme

Assessment and evaluation

The processes that occur at different organisational levels to gather qualitative and quantitative information, to assess the impact of actions and inform decision-making

What has worked so far?

Developing dashboards that give people access to "at a glance" information that they need to do their jobs

Strong performance data and a hold on that through strong corporate performance teams

Relevant use of external assessment tools, such as Investors in People, to make things happen and stimulate positive change

What did councils find were barriers?

Data quality

Costs of integration

Leaders failing to take ownership

Poor level of response in some areas

Weak systems for evaluating performance and delivery standards

What would most help councils get to where they want to be?

Raise awareness and development of managers

Make better use of data available

Encourage social work staff in particular to make less emotionally-driven judgments

Balancing short and long term horizons

Active awareness, management and communication of both known and unknown organisational issues and pressures affecting the short term (of less than a one-year timeframe) while maintaining an active focus on longer-term priorities (with longer than a one-year timeframe)

What has worked so far?

Using communications channels such as manager forums, Directorate briefings and away days, and newsletters to share information and ideas

Focussed development of a series of transformation themes to look at the medium to long term

Building on a clear mandate from the community to develop and deliver strategic transformation over a period of time (in this case, four years)

Focus on business, financial and workforce planning

What did councils find were barriers?

The level of financial savings

Political blockage of necessary change for some council's and assumptions that no front line cuts should be necessary

What would most help councils get to where they want to be?

Robust prioritisation
Political honesty

Agility

The ability to stay open to new directions and be continually proactive, helping to assess the limits or risks of existing approaches and ensuring that leaders and followers have an agile and change-ready mind-set to enable them, and ultimately the organisation, to keep moving, changing, adapting

What has worked so far?

Clear vision and establishing clear values.
Encouraging ideas from all levels, and adopting a model of continuous improvement
Visible management at the front line
Structural change driving cultural change
Emphasis on individual accountability and cross-Directorate working

What did councils find were barriers?

Procurement processes and timescales
Silo mentalities

What would most help councils get to where they want to be?

Adopting a less risk averse approach to procurement

Capability building

Equipping the people in the organisation with the skills and knowledge they need to meet both present and future challenges. Also identifying existing necessary and potential capabilities, ensuring they are accessible across the organisation. Capability-building applies not only to individuals, but also to teams and organisations

What has worked so far?

Getting the right people into the right new posts
Workforce planning to inform down-sizing and restructuring, supported by training and development plans

What did councils find were barriers?

Limited finance has reduced the ability to use external training opportunities
"Old style" service contracts
Professional arrogance

What would most help councils get to where they want to be?

Shared professional training opportunities with partners and utilisation of internal skill sharing

To have a multi-skilled workforce

APPENDIX C

CIPD PROFESSION MAP



Appendix D

'TEAM IMPACT' – ACTION LEARNING SET ROLES AND CONTRIBUTIONS

This piece of work has truly been a team effort. Although sad to lose Craig mid-way through, we have otherwise all contributed significantly to the final result – our report and presentation.

Collectively and variously we have undertaken the following roles:

- Undertaken initial research on commissioning councils and systems leadership
- Attended Systems Leadership seminar in London (10 February 2015)
- Run a number of additional ALS sessions – including two meetings at Gloucestershire County Council and four meetings at Worcestershire County Council
- Held a mid-project review meeting with Colin Williams at Worcestershire County Council
- Led, shaped, facilitated and contributed to the Team Impact discussions, shaping the direction of the question, research and use of the findings
- Designed and assisted in the construction of the questionnaire, its trial, and obtained contributions from senior officer (including Chief Executives where possible) at our respective councils
- Spoken with representatives of the following councils to test our findings:
 - Staffordshire County Council (our sponsor, Sarah Getley)
 - Lincolnshire County Council (Fiona Thompson)
 - London Borough of Barnet (Mark Grimley)
- Wrote the report (each contributing significant sections)
- Prepared formal presentation

Team Impact consists of:

- Caroline McToal, Herefordshire Council
- Craig Scriven, Warwickshire County Council (Note Craig left to work for a private sector employer in the middle of May 2015)
- Jacquie Sergent, Sandwell Council
- Margaret Wilkins, Gloucestershire County Council
- Tania Hamilton, Gloucestershire County Council
- Victoria Lee, Worcestershire County Council