


Organisational Development Service Plan 2012/13

Service:	Head of Service:	Sarah McLaren (Organisational Development) Matthew Baker (Strategic HR)	
Organisational Development and Strategic HR	Strategic Director:	Mary Orton	
	Portfolio Holder(s):	Cllr Robert Knowles (Corporate Strategy) Cllr Mike Band (HR, Performance Management and Procurement) Cllr Stefan Reynolds (Communications)	

1. Introduction / Overview

The **Organisational Development** Service was created from existing teams during the management restructure in 2010, and includes:

Communications

To improve the reputation of the Council and resident satisfaction with services through ensuring that residents are kept fully informed of our services in the most cost-effective way. The team covers areas such as media relations, communications campaigns, Making Waves (Waverley's tri-annual magazine to all households), Waverley Homes and People (Waverley's tenants magazine), corporate publications, Waverley's website and social media. The team also focuses on internal communications, for example through Waverley's staff intranet *Backstage*. The team also manages Waverley's responses to freedom of information requests.

HR Administration, payroll, training and systems

This part of the service provides teams across Waverley in the management of their staffing resources. This includes the management of the recruitment and induction processes. The team also runs the monthly payroll, including all changes to contracts, payments of expenses and Government returns. Training across Waverley is managed by this team, together with the lead for the running and development of Waverley's absence management and HR/Payroll systems.

Policy and Performance

This team supports the delivery of Waverley's corporate priorities and objectives in the most efficient manner to deliver better services to customers, through supporting performance management, policy approaches, better and more efficient procurement and equalities and diversity. This team also runs Waverley's Citizens Panel and supports Waverley's Foresight Improvement and Efficiency Programme.

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Strategic HR

The Strategic HR team's vision is to enhance the performance of individuals, teams and the organisation as a whole to meet Waverley's Corporate objectives and values, particularly by providing an HR Business Partner service to Heads of Service. The team also advise on employment law and are carrying out a rolling programme of review of all Waverley's HR policies. The team also support talent management, leadership development and Waverley's approach to pay and rewards.

2. Focus for the coming year – Action Plan

Desired outcome / Objective		To improve the reputation of the Council and resident satisfaction with services through communication and consultation. Make more use of new forms of communication to ensure that residents are kept fully informed of our services in the most cost-effective way.				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications	EqlA Needed? (Y/N/Done)	Success Criteria/Measures
OD1	Consult three times a year with Waverley's Citizens Panel to ensure that we continue to listen to residents' wishes and aspirations, and use these to influence our decision-making.	Depending on content of surveys but likely to be: April/May 2012 September 2012 January 2013	Louise Norie	£6,000 budgeted per annum to run surveys.	Done	A response rate of over 45% from Citizens Panel surveys. Evidence that feedback has been acted on – a 'You Said, We did' should form part of each survey.
OD2	To enhance the customer online experience by implementing the action plan associated with the agreed website strategy. Enhance use of Social Media, useability testing and the focus on 'top tasks' that residents want to carry out on the website.	Targets to be set as part of Web Strategy (being developed) – to be agreed at Executive March/April	Julie Jackson / Vanessa de Chazal / Teresa Maughan	£15,000 budget agreed (tbc) for website useability testing and improvements	Y	Feedback from users as part of useability testing. Reduction in number of web pages. SOCITM ratings on ease of accessing 'top tasks'. Launch of new mapping tool.

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OD3	Implement the Foresight 'Channel Shift' project to encourage customers and Waverley services to communicate with each other in the most efficient and cost effective manner.	Phase 1 (scoping) completed by June 2012 together with pilot in a service area with future targets for phase 2.	Louise Norie	Staff time from services across Waverley	Y	Cost savings to be identified. Increase in use of communication such as webforms / texting. Satisfaction levels (e.g from Citizens Panel)
OD4	To provide communications support to all service on high level and high profile communications campaigns, including: <ul style="list-style-type: none"> - New Corporate Plan - Launch of new recycling and household rubbish service - Changes to housing benefit - Godalming Leisure Centre opening - Refurbishment of the Herons - Local Development Framework - Community Safety - Jubilee celebrations 	Various March 2012 onwards March – June 2012 Tbc Summer/Autumn 2012 See community services timetable March/April 2012 Ongoing June 2012	Julie Jackson		N	Will vary from project to project but in some cases will be informed by feedback from residents and members, number of complaints (e.g. new recycling service), number of uses of a new service (e.g. Godalming Leisure Centre) and feedback from colleagues.

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	<ul style="list-style-type: none"> - Olympic torch relay - Food hygiene ratings for retailers - and other high profile projects identified during the year. 	<p>July 2012 May/June 2012</p>				

Desired outcome / Objective		To support managers across the Council in the management of their staffing resources.				
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OD5	To conduct a Foresight review of current recruitment and other HR practices and procedures and amend these so that they support services to manage their teams in the most efficient and effective way.	June 2012	Jenny Deaves/ Charlotte Lee		May be needed depending on proposed changes.	<p>Feedback from applicants and candidates.</p> <p>Feedback from Heads of Service and managers.</p> <p>Success of recruitment process, e.g. successful completion of probationary periods.</p>

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OD6	To achieve the next phases of the rollout of iTrent, Waverley's HR and Payroll system.	Phase 2 (annual leave and self service) completed before 1 April 2012. Phase 3 (appraisals and training & development) by June 2012. Phase 4 – tbc – consider recruitment, e-recruitment or on-line expenses.	Charlotte Lee / Julie Vickers		N	Timescales achieved. Feedback from staff and managers. Retirement of Lotus Notes databases and other staffing lists to move as much as possible towards one system.
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Desired outcome / Objective		Implement an HR Strategy which enhances the performance of individuals, teams and the organisation as a whole to meet Waverley's Corporate objectives and values.				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications	EqIA Needed? (Y/N/Done)	Success Criteria/Measures
OD7	Implement an HR Strategy focusing on: 1.Waverley's staff satisfaction agenda 2.Leadership development programme 3.Talent management programme 4.Pay and rewards 5. Rolling programme of review of HR policies.	June 2012 September 2012 October 2012 March 2013 March 2013	Matthew Baker / Jenny Deaves / Wendy Gane supported by OD	The programmes will be financed from Corporate training budget (e.g. leadership development)	Y on individual policies as required	Each part of the HR strategy supports the objective of enhancing performance and are inter-dependent:- a)Staff Survey will be used to measure success particularly the level of staff satisfaction. b) Implementation of areas of development from the Investors in People reassessment particularly the growth of a "coaching culture". c) Deliver talent and leadership programmes for Heads of Service

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						<p>and senior managers: actively promoting a strategic approach to service delivery and generating greater efficiencies and customer satisfaction.</p> <p>d) Produce a Reward Strategy that supports the Annual Pay Policy and enhances the performance of managers and staff as measured in staff appraisals.</p> <p>e) Review the success of existing policies and procedures through the feedback from managers and staff and whether we meet our legal and best practice commitments.</p>
OD8	<p>Improve internal communication and staff engagement.</p> <p>Improve Backstage as a communications tool, exploring how this is delivered.</p>	<p>Project plan in place by Autumn 2012 setting out options, taking account of feedback from available staff surveys.</p>	<p>Julie Jackson</p>	<p>Capital bid to improve Backstage has been submitted for 12/13. Dependent on staffing resources through website/social media trainee post which has been agreed.</p>	<p>N</p>	<p>Links with action above.</p>

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Desired outcome / Objective		Support the delivery of Waverley's corporate priorities and objectives in the most efficient manner to deliver better services to customers.				
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OD9	Identify possible areas of savings in procurement across Waverley through analysis of contract opportunities and collaboration with Surrey Procurement Officers group.	Achievement of targets set out in Star Chamber. As opportunities arise.	Louise Norie		N	Contribution to savings targets for 2012/13.
OD10	Monitor the achievement of Waverley's Corporate Plan through a relevant Performance Management Framework. Support improvement across Waverley through the Foresight programme, focusing on delivering value, efficiency and improved services through better ways of working. Projects to include: <ul style="list-style-type: none"> - Channel Shift - Recruitment - Reducing paper - Technology for mobile working - Ways of working in and out of the office / office rationalisation 	Quarterly performance reports & annual report against Corporate Plan. Monthly programme board meetings, regular reports to Executive briefing and CMT.	Louise Norie Sarah McLaren/ Louise Norie		N Depends on the individual project.	Demonstrate achievement of Corporate Plan objectives. Programme of projects to be drawn up with proposed timescales by March 2012 – monitor achievement against these. Targets and success criteria to be set for each project.

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3. Equalities & Diversity Checklist – Equality Impact Assessments (EqIAs)

Which EQIAs have been completed for your service since the last Service Plan?			
Please list all actions identified in these EqIAs :			
Service EqIA last reviewed:		Next review due:	

4. Staff Involvement Checklist

Is there evidence of staff involvement in process?	Discussion at team managers meetings.
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5. Using Complaints for Service Improvement

Have you improved service delivery as a result of complaints received?	Review of recruitment forms and move to CVs / personal statements – enables spell check to be used. Also removing competency framework from recruitment process to simplify for applicants.
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