

**Report to:** Employment Committee  
**Date:** 10<sup>th</sup> December 2018  
**Report subject:** Building a winning culture our change management approach  
**Report Author:** Corporate Director of People

**Report Title**

Report Title: 'Building a winning culture' our change management strategy for Trafford.

**Summary**

This report updates and informs Employment Committee on the work undertaken to develop a new set of joint organisational values and the pioneering culture change programme planned for 2018/19.

**Recommendation(s)/Decision required**

The report requests that Employment Committee note and support the approach on how we achieve the following:-

- confirm the final organisational values and the change management strategy phases of Discovery, Ignite, Embed and Sustain that underpins how we achieve and sustain cultural change;
- how we will role model the values and deliver the change programme starting with a series of Discovery sessions to commence in December 2018 to role model behaviours and start to embody the new culture;
- How the values and culture will support the delivery of our corporate plan and priorities, be embedded in all of our people policies including a refreshed appraisal process and recruitment approach.

**Contact person for access to background papers and further information:**

Name: Sara Saleh  
Extension: 4007

Relationship to Policy Framework/Corporate Priorities	These proposals align with the council's Corporate Priorities in respect to being an employer of choice.
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Financial	The financial impact on the Council will be contained within the Learning and Development Budget
Legal Implications	NA
Equality/Diversity Implications	We will continue to support attraction and development of people from all parts of our communities.
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	The introduction of a more engaging culture is a positive step for all staff members and will better support recruitment and retention.
Risk Management Implications	NA
Health & Wellbeing Implications	Engagement of staff and leaders in building a new culture for Trafford council could impact on health and wellbeing by making people more satisfied at work.
Health and Safety Implications	N/A

## 1. Background

1.1 As Trafford embarks upon the journey to align the internal culture with our vision and strategic objectives, this report informs Employment Committee of the intended approach. This approach will enable the development of new values and behaviours for Trafford Council and Trafford Together for Health and Social Care. This report explains how these will be developed in-line with the new corporate plan, and influenced by staff and partners via a series of 'discovery sessions' and workshops. It will also detail recommendations for next steps.

1.2 We are in a new era to delivering public sector services, where we are asking our staff and partners to be more collaborative and flexible, and our residents to look to us for different things, it is more important than ever that we are clear about the type of organisation we want to be, and this starts with our vision, priorities, and values.

## 2. Our change management strategy: Discover, Ignite, Embed Sustain

2.1 This is the working title of the strategy for the planned culture change programme for the next 13 months, taking us from November 2018 to

December 2019. The change management approach will take the form of 4 phases; Discover, Ignite, Embed, and Sustain.



### Discover phase

2.1.1 The objective of the discover phase that starts in November is to crystallise the internal understanding and alignment to the change management brand – Building a Winning Culture to how we will deliver on our strategic priorities and the role of our staff in achieving this.

2.1.2 The aims of this phase are to:

- Share the Leader's 7 key priorities with our workforce and confirm the vision and enablers for changing the way we want to do this;
- Establish the truth about how colleagues currently feel about working at Trafford and NHS Trafford CCG;
- Identify the values we currently have in draft and the values we aspire to have to support our cultural change;
- Identify any barriers to living these values;
- Identify the key behaviours we need to see in Trafford to enable culture change and realisation of the vision;
- Start the conversation and get everyone involved in creating the conditions to change the way we do things.

- 2.1.3 This phase will include a series of leadership discovery sessions in December 2018, these will be led by CLT (Corporate Leadership Team) and the OD (Organisational Development) team and every people manager at grade band 9 and above will be invited.
- 2.1.4 There will be pre and post-session work for leaders to undertake with their teams and pledges to be made to ensure they are taking responsibility for communicating change so that we are engaging as many people as possible.
- 2.1.5 There will be further staff sessions taking place in early 2019.

## 2.2 Ignite phase

2.2.1 The objectives of the Ignite phase is to get staff and managers interested and excited and test the appetite for change.

2.2.2 The strategic narrative, including vision, values, behaviours and priorities will be agreed and communicated, and they will form the structural framework of the phase. It is a chance to provide strong and clear direction from CLT and the Leader to ensure leaders and staff have heard the messages about the need to change by being clear about what needs to change and why.

2.2.3 There are a number of interventions and blended learning opportunities planned for this phase (detailed below) as this is the most important to ensure everyone is on board and understands their role within it. It is the start of visible and consistent support in order to facilitate culture change to meet the corporate priorities.

### 2.2.3 Ignite phase content

# IGNITE Feb 2019

#### Pioneer Team

- Managers and Key Influencers

#### Pioneer Immersion Days

- Feedback on engagement sessions
- Values introduction in the context of change
- Reveal of Ignite>Embed>Sustain
- Overview of Behavioural Framework & Descriptors
- Defining Roles, Responsibilities and next steps.

#### Pre Big reveal - Pre-

#### Communication/Measurement

- Engage all Staff and Collect Data
- Core Values Dashboard e.g. Which values are most important, which values do you think we live the most. Are you clear on our goals, vision etc... Collect a base measurement to see if we have moved the dial in 12-18 months.

#### Big Reveal - Town Hall

- Setting the Context – CLT
- Values Sponsors - What it means to me, story telling...
- Promotional Material & Branding.
- Overview of Behavioural Framework and descriptors.
- Possible values Board Game
- Reveal of Ignite, embed and Sustain strategy- including PDR, recruitment, staff awards and engagement.

#### Further Ignite Activity

#### To touch as many colleagues as possible..

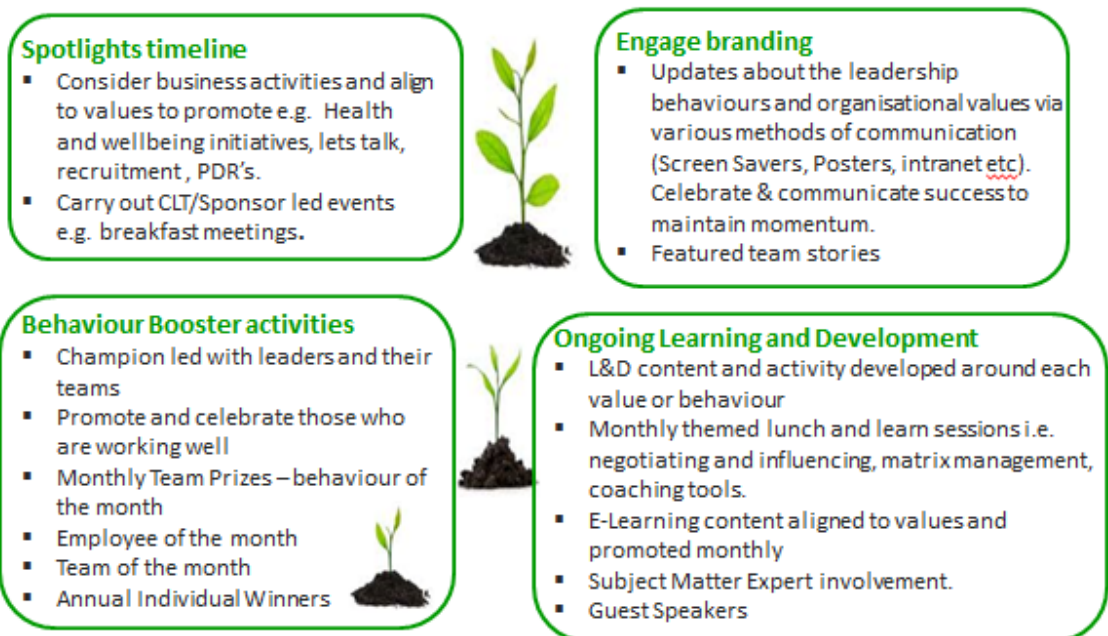
- Team Briefing sessions – led by CLT with support from pioneers.
- Values Board Game?
- Promotional Material & Branding.

## 2.3 Embed

- 2.3.1 The objectives of the Embed phase is to make it real for people in their daily life at work, start to build it into existing processes and support people to see it as their responsibility. The delivery from the ignite phase would continue but be rebranded and be built into the ongoing learning and development offer.
- 2.3.2 This is where we would continue to provide strong and consistent messages from CLT in order to keep the energy up even when the initial excitement has calmed down.
- 2.3.3 At this stage we would start building the values and behaviours into existing organisational processes for example a refreshed appraisal process, recruitment - undertake values based recruitment and reflected in all job adverts and job descriptions and people policy. We would also continue with ongoing support working (in a bespoke way) with those who need extra support, as well as celebrating those who are already seeing results.

### 2.3.4 Possible embed interventions

# EMBED



## 2.4 Sustain

- 2.4.1 Sustaining the culture will come in time; the success of this will depend on how well the previous phases are embodied, as well as clear direction and emulation from CLT.
- 2.4.2 At this point the new culture should be clear and all staff able to quote the priorities, values and behaviours and how they affect their working life. Each member of staff should have had an appraisal in the new format and regular

121's and team meetings should take place. Engagement interactions should be planned in for the year with all staff clear on objectives. All people policies and process will be reviewed to ensure we embed the organisational values.



### 3. Assurance

3.1 Assurance to the Employment Committee will be sought and shared throughout the programme. This will take both the form of quantitative data and anecdotal stories.

3.2 This will include regular workforce updates on:

- Number of attendees at large engagement sessions i.e. leaders discovery sessions, staff engagement sessions
- Number of PDRs and 121's completed
- Number of people on lunch and learn and development sessions
- Number of people nominated for employee / team of the month
- Number of "e-learning of the month" courses accessed

3.3 Medium term impacts and assurance could include:

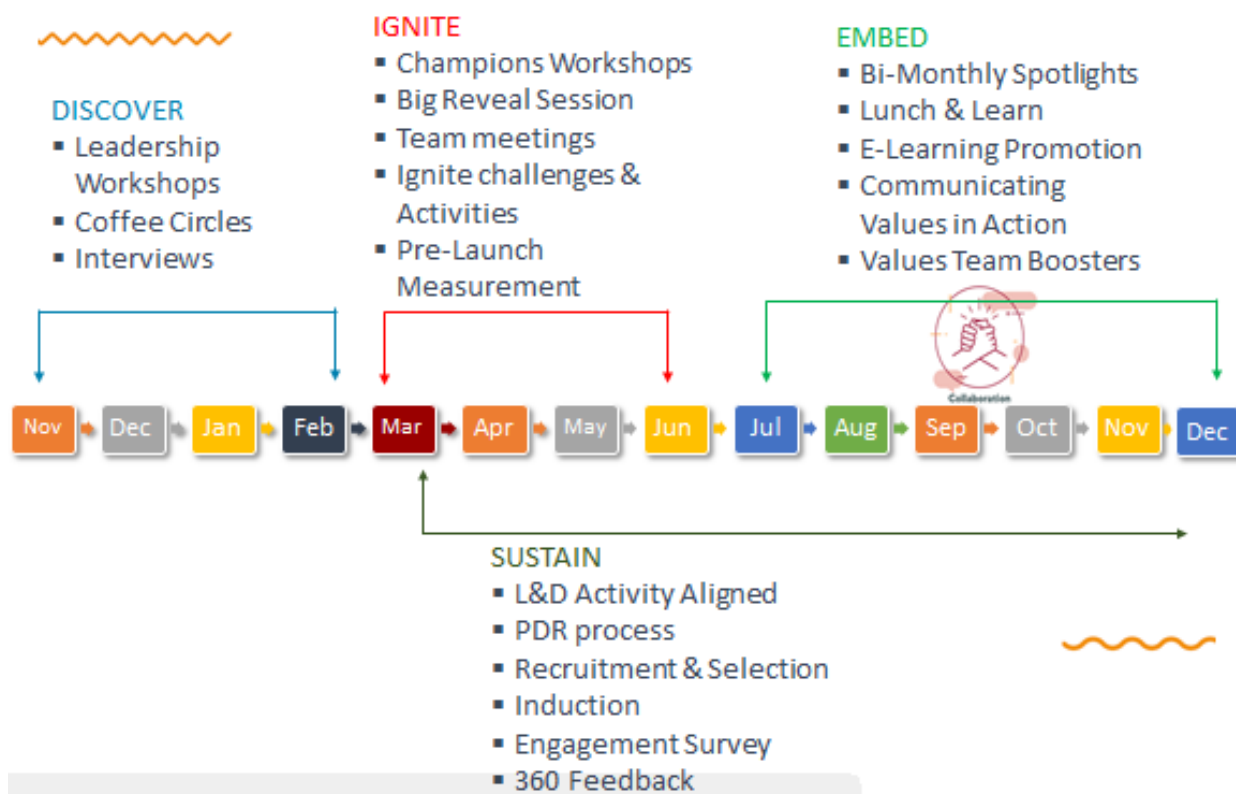
- Employee voice – staff survey returns
- Higher amount of featured team stories
- Pioneer feedback
- a 3 monthly pulse check with different salami slices of the organisation

3.4 Longer term impacts and assurance could include:

- Less people leaving the organisation
- More internal promotions
- Better organisational performance

- Yearly staff survey results increase
- More confident managers / leaders
- Reduction in sickness absence

#### 4. Timeline 2018 /19



#### 5. Next steps

- 5.1 Further detail will be added to each of the strategy phases - ignite, embed, sustain programme and an action plan is being fully developed.
- 5.2 Using the Leaders discovery sessions and follow up staff sessions lead by our leaders, we will work across the council and CCG to test the resonance of a set of draft values with a view to agreeing a final set by early March 2019.
- 5.3 This work will be supported by further engagement of leaders and staff who have attended the workshops to support the activity / encourage participation, as a community of 'pioneers'.
- 5.4 We will also work with our communications and engagement team to develop a clear communications roll out plan which will include as many mediums as possible including technology and face to face as appropriate. We will use the Pioneers to support their teams to embed the values in their way of working, ensuring the values are a focal point in all of our people policies and processes.

5.5 We will roll out the new values via intranet messages and videos of leaders and our workforce talking about how they role model the values on a daily basis and how important it is for all of us to adopt them in our everyday way of working. It will also be an option to have our values on walls in meeting rooms, on all of our branding as well as for example on screen savers on desk tops and in our email signatures.

6. Employment Committee are recommended to support the change management strategy to build a winning culture and:

- confirm the final organisational values and the phases of 'Discovery, Ignite, Embed and Sustain' that underpins how we achieve and sustain cultural change;
- how we will role model the values and deliver the change programme starting with a series of Discovery sessions to commence in December 2018 to role model behaviours and start to embody the new culture;
- how the values and culture will support the delivery of our corporate plan and priorities and be embedded in all of our people policies including a refreshed appraisal process and recruitment approach.