

STOCKTON-ON-TEES BOROUGH COUNCIL

CABINET RECOMMENDATIONS

PROFORMA

Cabinet Meeting1st December 2016

1. Title of Item/Report

Building Capacity and Resilience in the Organisation – Shaping A Brighter Future/Smarter Working

2. Record of the Decision

Consideration was given to a report that updated Members on progress with the Shaping a Brighter Future programme (SBF) and referenced how SBF and the new workforce culture had set the parameters for the Council to consider and challenge how it worked both now and in the future. This was being addressed through the Smarter Working element of the Big Picture programme. By thinking differently about what the Council did and how the Council did it, using service reviews, system changes, building moves and technology as catalysts for change, the Council was aiming to:

- further enhance efficiency
- remove unnecessary barriers that stop staff being empowered
- become a more modern, lean, fit for purpose, paper-light organisation that operated in a way that met the changing needs and expectations of customers and employees
- be a financially sustainable organisation
- continue to be a successful organisation that was independently recognised

In January 2014 Cabinet noted the approach to developing a Shaping a Brighter Future Programme to be delivered over a period of five years, recognising there would be some 'quick wins' and some more longer term solutions.

The principle of the programme was that it would be designed to build more capacity in the organisation by investing in the Council's own people and growing talent to increase capability through personal and team development. In recognising that the organisation faced a reduction in resources over the coming years the programme aims were articulated as being to:

- Build capability

- Increase capacity
- Increase resilience and success

In April 2014 Cabinet were provided with an update on the programme and noted the intrinsic links with the Council's ongoing commitment to long term planning and invest to save approach. SBF underpinned the programme of transformation that formally began with the Efficiency, Improvement and Transformation (EIT) reviews in 2009 and continued through the Big Picture Programme and the Planning and Delivery Framework.

The programme was designed around a number of key work streams and two supporting strands:

- Workforce culture
- Selection and recruitment
- Personal Development
- Team Development
- Talent Identification & Succession Planning
- Right people, right place
- Employee well-being and retention
- Partnership
- Programme Management and Resource Network (Supporting strand)
- Communications (Supporting strand)

A further update report to Cabinet in September 2015 provided details of some of the early successes and emerging plans from the work stream teams.

It was timely to bring a further update to Members both on the Shaping a Brighter Future Programme itself and the approach to Smarter Working which was designed to further enhance the capacity, resilience and effectiveness of the organisation.

RESOLVED that the report be noted.

3. Reasons for the Decision

To provide Members with an update.

4. Alternative Options Considered and Rejected

None

5. Declared (Cabinet Member) Conflicts of Interest

Councillor Jim Beall declared a personal non prejudicial interest in item 7 entitled 'Building Capacity and Resilience in the Organisation – Shaping a Brighter Future Programme/Smarter Working' as his wife was an employee of the Council and she was involved in some of the work of the SBF Programme.

Councillor Bob Cook declared a personal non prejudicial interest in item 7 entitled 'Building Capacity and Resilience in the Organisation – Shaping a Brighter Future Programme/Smarter Working' as his daughter was an employee of the Council.

6. Details of any Dispensations

N/A

7. Date and Time by which Call In must be executed

Midnight, 9th December 2016

Proper Officer
05 June 2016