

<b>SCRUTINY MANAGEMENT BOARD</b>
<b>Meeting date: 10<sup>th</sup> September 2020</b>
<b>From: Steve Healey – Chief Fire Officer</b>

## **Organisational Development and Absence Management Performance Update**

### **1.0 Purpose of Report**

- 1.1 This report provides an update for Scrutiny Management Board (SMB) Members in relation to Organisational Development and cultural change, following previous discussions at SMB meetings where the importance of organisational culture to performance and employee well-being were highlighted. It provides the opportunity to consider the latest position with regards to absence management performance, taking into account the task and finish work completed by Scrutiny Members last year.
- 1.2 Appendix 1 to the report is an update on delivery of the recommendations of the Scrutiny Task and Finish work on absence management which were approved by Cabinet on 30 Jan 2020 (appendix 1).
- 1.3 The Presentation (appendix 2) provides an update on delivery of some of the work-streams within the Organisational Development Programme and considers the impacts of Covid 19 and how this may influence our future ways of working. The presentation also provides a high level update on absence management and delivery of the SMB recommendations.

### **2.0 Issues for Scrutiny**

- 2.1 Note and comment on the links to the Organisational Development Programme and new ways of working.
- 2.2 Note progress made in relation to delivery of the SMB recommendations on absence management which were accepted by Cabinet.

### **3.0 Background**

- 3.1 The Organisational Development Programme is one of the key transformation programmes.
- 3.2 The programme Vision is: “to deliver organisational success by attracting, engaging and empowering our people across the entire organisation and creating a dynamic, ambitious and valued culture” this includes:
  - Delivery of the Workforce Plan, focussing on engagement & empowerment, Skills & behaviours and wellbeing
  - The Future World of Work
  - Digital World – How we will use digital enablers as part of our new ways of working
  - Cultural change needed to support transformation

- 3.3 The County Council's response to Covid has changed our ways of working and resulted in some positive impacts, including:
- Acceleration of desired changes
  - Large % of workforce working remotely effectively
  - Improved and resilient ICT infrastructure
  - Virtual leadership
  - Good Stakeholder engagement & response
  - Embracing and channelling shift in culture and ways of working
  - Great examples of employee talent, commitment, flexibility and skills contributing to Covid response
  - Efficiencies relating to travel
- 3.4 The presentation provides SMB with a focus on the importance of the Organisational Development Programme in terms of culture, ways of working and future world of work and also details how the programme links to absence management.
- 3.5 In broad terms the presentation covers the following:
- What the OD Board focuses on
  - Where we want to get the organisation/what kind of employer
  - How has Covid-19 impacted
  - What we have learned
  - What may work be like in the future
  - How we are transitioning
  - What support/wellbeing can we offer staff
  - How has Covid-19 impacted upon absence
  - Update on delivery of SMB task and finish group recommendations
- 3.6 Some of the impacts on attendance which can be achieved through the Organisational Development Programme delivery include:
- Remote working enabling increased attendance through flexibility
  - Supporting our workforce (ensure sick leave is taken when needed)
  - Work life balance / increased feeling of wellbeing leading to higher attendance
- 3.7 Some positive impacts relating directly to Covid have been observed these include:
- Acceleration of desired changes
  - Large % of workforce working remotely effectively (empowered & supported)
  - Improved and resilient ICT infrastructure – virtual leadership
  - Good Stakeholder engagement & response (surveys / communications)
  - Embracing and channelling shift in culture and ways of working
  - Great examples of employee talent, commitment, flexibility and skills contributing to Covid response
  - Efficiencies
- 3.8 Members are asked to note progress being made and views are invited from members on the links to the Organisational Development Programme and delivery of recommendations made by SMB approved by cabinet January 2020.

**Steve Healey**  
Chief Fire Officer

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## **Appendices**

Appendix 1 – SMB sickness management recommendations update  
Appendix 2 - Presentation

## **Previous Relevant Council or Executive Decisions**

## **Background Papers**

No background papers

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