

Subject: One Organisation Update
Meeting date: 2 March 2016
Report to: Chairman's Committee
Report of: Sally Hopper, Head of Human Resources

This report will be considered in public

1. SUMMARY

- 1.1. This report provides an update to the Committee on 2015/16 One Organisation (OO) programme which is the action plan following on from the 2015 Employee Opinion survey (EOS). This update follows on from the 13 October 2015 report to the Committee on the outcome of the annual EOS 2015.

2. RECOMMENDATION

- 2.1. **The Committee is asked to note the progress made to date on the One Organisation programme.**

3. BACKGROUND

- 3.1. The annual EOS influences the OO programme and resulted in short term and long term objectives for the organisation. These objectives were agreed with the Employee Forum and communicated to the workforce in September 2015. Good progress has been made and an update can be found in Appendix 1 – Short Term Aims, and Appendix 2 - Long Term Aims.
- 3.2. When devising the objective plans, the EOS feedback evidenced that there were three themes; processes; people and projects. In addition to the objectives contained within Appendix 1 and 2, a summary is given here on progress made on these three themes.
- 3.2.1. **Processes** – An audit of processes has been undertaken, and measures taken include greater education, simplifying processes and appointing process champions.
- 3.2.2. **People** – The significant update on people is that we have appointed Investors in People (IIP) to work towards the standard. This involved an all staff survey in February 2016 and a representative portion of the workforce, 15 per cent, being interviewed by the assessors. The standard is measured against a framework of nine indicators and the main impetus for pursuing the IIP standard is to ensure we do not become complacent, that we look externally and do not rely on internal feedback alone. The all-encompassing nature of the standard means we can obtain a greater understanding of where we need to focus our energy in relation to people management. The nine Indicators are:
- 1) Leading and Inspiring People
 - 2) Living the Organisation's Values and Behaviours
 - 3) Empowering and Involving People
 - 4) Managing Performance

- 5) Recognising and Rewarding High Performance
- 6) Structuring Work
- 7) Building Capability
- 8) Delivering Continuous Improvement
- 9) Creating Sustainable Success

3.2.3. **Projects** - The EOS indicated that colleagues sometimes found the process around project management unclear, including being uncertain as to what their role or responsibility was within a project. This feedback, coupled with an investment in relevant colleagues being trained in the project management discipline "Prince 2" made it timely to review the way we manage projects. To this end a working group of colleagues with representation across the organisation was formed. This group has worked with the Programme Management Office to review and revised the approach with the intention to implement the new approach from April 2016.

4. FINANCIAL IMPLICATIONS

4.1. The cost of implementing this phase of the OO programme can be met within existing resources.

5. EQUALITIES IMPACT

5.1. The employee survey was anonymous so an Equalities Impact did not apply.

6. LEGAL IMPLICATIONS

6.1. There are no legal implications to this review.

7. LIST OF APPENDICES TO THIS REPORT

- Appendix 1, update on short term organisational objectives
- Appendix 2, update on longer term organisational objectives

List of Background Papers

Papers to the meeting of the Chairman's Committee 2 December 2014
(One Organisation update)

Papers to the meeting of the Chairman's Committee 13 October 2015
(Employee Opinion Survey update)

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