

HUMAN RESOURCES & COUNCIL TAX COMMITTEE

23 OCTOBER 2019

REPORT OF DEPUTY CHIEF EXECUTIVE (CORPORATE SERVICES)

A.1 LEARNING AND DEVELOPMENT and INVESTORS IN PEOPLE UPDATE (Prepared by Carol Magnus)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To provide an update on Learning and Development (L&D) activity during 2018/19 and Investors In People (IIP) Gold Assessment.

EXECUTIVE SUMMARY

To update Members regarding the centrally organised L&D activity over the period of the 2018 to date and IIP Gold.

This report provides summary information on the range of courses that have been provided and attendance. It also highlights the success of the organisation's ongoing sponsorship programme as part of the 'grow our own' approach with 3 staff gaining First Class Honours degrees.

The report goes on to outline the Investors In People Award and the process involved in gaining the award following changes to the Standards. Following assessment in December 2018 the organisation retained its Gold Award which is an excellent achievement.

Finally this report includes a brief extract from the IIP Report that was received including suggested action points.

RECOMMENDATION(S)

It is recommended that the contents of this report be noted.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

This L&D update highlights how key skills priorities are being met and how this contributes towards meeting the Investors In People (IIP) requirements of the Council and ensures that Officers have the skills and knowledge to enable them to support the Council in fulfilling its Community Leadership role.

FINANCE, OTHER RESOURCES AND RISK

No specific risks have been identified. Finance is within existing budgets.

LEGAL

The Council has a legal duty of care to employees to ensure its staff receive the correct training for their role and to ensure health and safety at work, as set out in the Health and Safety at Work Act 1974, and the Management of Health and Safety at Work Regulations 1999 and other related legislation.

OTHER IMPLICATIONS

None.

PART 3 – SUPPORTING INFORMATION

LEARNING AND DEVELOPMENT ACTIVITY

Throughout the financial year of 2016 to 2017 a number of new courses have been centrally organised as part of the Organisation Development function. One of the main areas for attention was that of giving more junior or less experienced staff skills training on note-taking, report writing and handling conflict.

The priorities during this period have been to increase the organisation's understanding of and support for mental health related issues which culminated in the organisation signing the Time To Change Pledge in January 2019. A significant focus has been on preparing staff to work more flexibly and with greater autonomy; two programmes have been key to this; InDependence and managing Remote Teams. All courses were delivered by external providers working very closely with the Organisational Development Manager and HR Operations Manager on design, development and content. The InDependence programme was designed and developed by the Organisational Development Manager with input from an organisation psychologist. The workshops were then delivered by a team of six internal managers who had been trained in how to deliver the programme. Initial feedback reaction to this programme has been positive and a further evaluation is being developed to assess how the learning has enhanced practice within the workplace. The summary table below shows the courses and number of participants.

Date	Training Course	Total Attendees
8.10.18 & 8.11.18	Business writing skills course	22
20.6.18 & 7.6.18	Effective Business Writing	22
17.7.18 & 10.5.18	Effective Minute Taking (AM)	25
10.5.18	Effective Minute Taking (PM)	12
31.10.18	Effective Note & Minute Taking Skills	12
16.5.19, 1.3.19, 28.2.19 & 26.2.19	Emotional Intelligence	39

Courses are running in excess of 90% occupancy.

1.11.18	Essential Business Writing Skills	15
13.6.19 & 6.5.19	Hate Crime Ambassador	23
12.3.19	Inclusion Training	11
1.4.19	Inclusive Employers, EqIA Workshop	11
17.1.18 & 23.1.18	Managing Mental Health (AM)	18
23.1.18	Managing Mental Health (PM)	11
15.5.18 & 21.2.18	Mental Health First Aid 'Lite'	37
3.4.19	Professional Boundaries Training Day	13
22.11.18	Stress Management	11
8 th , 9 th and 13 th May 2019	Conflict Management	41
17 April 2019 am & pm	Customer Service	60
5,6,7,11 & 12 Feb, 30 April 2019	Leading Remote Teams	52
Throughout 2019	InDependence	273

The staff sponsorship programme continues to be well-used and the principle of 'grow our own' is well-established. Currently there are two staff studying a degree to become planners, one is undertaking a degree in IT. All staff in receipt of sponsorships are meeting or exceeding the minimum requirements of their course and a number are on target to achieve distinctions. Recently three staff completed degrees and all gained a First. The subjects were Environmental Health, Planning and Building Surveying.

In addition, via the new Apprenticeship route five staff are undertaking degrees. One in Management, two in Building Surveying and two in IT.

It should be noted that additional development of staff for their specific technical areas of expertise as part of ongoing continuous professional development (CPD) is identified and organised by their respective departmental managers.

In addition, the organisation's e-learning platform has been completely re-designed and updated. A soft roll out is currently underway.

INVESTORS IN PEOPLE

Background

In December 2015 the Council was assessed against the Investor in People Gold standard and achieved IIP Gold accreditation. This assessment process included assessors spending 5 days on site meeting staff in small groups interviewing them in a confidential setting. In total the Assessors met over 60 staff (over 10%) of the workforce. In summary at the end of the assessment process the Assessors recognised that like other Councils and the wider community Tendring District Council has been through a period of substantial change that has placed great demands upon staff. It was clear from the staff survey and the IIP assessment that the great majority of staff are capable, committed, engaged and doing great work. The Assessors stated that 'overall Tendring has done well in facing challenges that were beyond its control whilst at the same time making a step change in performance and the delivery of services'.

Following this assessment, the Council undertook an 18 month review of progress which identified that the Council is still making progress and has taken steps to progress the agreed action plan.

IIP Gold – Re-Assessment Process

Over the past three years the Council has had to undertake a process of moving across from the Generation 5 to Generation 6 IIP standards. This process has included a review of the benchmarking evidence and the new standards and award process are substantially different.

In summary the new standard is as follows:



The Council needed to ensure that the majority of evidence presented as part of the Assessment process is in the Advanced category to maintain Gold Status.

In December 2018 the Council was formally assessed against the new Standards. This was a more exacting process than the previous system as it included not only interviews but also results from an all staff survey.

In Spring it was confirmed that the organisation had retained its Gold Status. This is an excellent achievement against a tough benchmark and is a demonstrable sign that the Council continues to develop and support its staff at all levels.

Throughout this process the Council's IIP Advocacy Group has continued to meet. This is a dedicated group of representatives from each department that have been collating evidence and reviewing how the IIP standards can enhance various pieces of work across the Council e.g. Transformation and Inclusion and Diversity.

Following the Assessment the organisation received a report on the findings. This was extremely positive overall. On 26th March 2019 the Leader announced at Cabinet that the organisation had been assessed and retained its Gold Award.

IIP Report extract summary

The Council has had austerity, cuts and savings to manage but as a result have maintained training budgets, introduced different ways of working, transformation projects, community leadership, partnerships, multiagency working, shared services to support the community, living the council values, challenges and opportunities.

The assessment demonstrates a large number of strengths, supporting robust communications, collaboration and team working underpinned by a desire to provide excellent services to the community.

There is a significant and positive impact right across its District. The Leader, Deputy Leader and Chief Executive are passionate and well informed about the area, its local context and challenges. Managers and staff are also committed to TDC. They are well engaged and recognise that the Council has been on a cultural journey, which is now leading to real improvements.

It is very clear that the council is using its community leadership approach to tackle some of its key issues such as education, skills, public health and community safety with its partners.

As with any good report it also provided recommendations for next steps, many of which are already in hand.

Recommendations and Next Steps

- *Further work to develop great leaders, e.g. aspiring leaders and 3rd /4th tier managers*
- *Address slippage in 1:1s and team meetings*
- *Staying ahead of the change curve having a clear vision for economic growth and prosperity*
- *Consider another IIP survey in December 2019 to confirm improvements and outcomes, following Transformation*
- *Embed succession planning at Tier 1 and 2 levels*
- *Develop communications plan for all Council activities*
- *Celebrating achievements and PR*
- *Make the most of every possible opportunity regarding the Transformation Programme work streams – people, channel shift, digitisation, accommodation*
- *Continually review how the organisation recognises and rewards people.*

CONCLUSIONS

The increased provision of focussed learning opportunities has been welcomed by Officers and uptake shows there is a thirst and genuine interest in learning within the organisation. The ongoing work will enable the organisation to better meet its

aims as stated within the Corporate Plan and will help to equip staff with the skills they need to also adapt to the changing work environment as part of the Transformation Programme.

The retention of IIP Gold during a period of change, against newer, more stretching standards evidences the steady progress that is being made throughout the organisation.

APPENDICES
None