

### Update on 'Development' action plan - October 2018

The narrative below provides a detailed update on what's been happening in support of the action areas included in the People Strategy 'Development' action plan.

#### Cultural transformation

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##### Emotional Intelligence

- We have designed an in-house one day workshop to support our employees around developing and working with emotional intelligence – this was identified within the Horizons framework (part of the People Strategy) as a key attribute of an 'achieving' manager.
- We piloted the workshop in October 2017 and since then we've run a further 6 workshops (up to June 2018) with 80 people attending across 15 service areas. More workshops are now booked in.
- We've had some great feedback – for example:  
*'Really useful to gain an understanding of self and others'*  
*'Challenging course – makes you think about your own behaviour and how others perceive it'*  
*'Relevant to the council now and very modern'*  
*'A must do workshop, opens up your emotions and thoughts, very helpful and motivational.'*

##### Councillors at the heart of the organisation

[NB: this area of work links directly to the [Democracy Commission](#) recommendations (being taken forward by Carl Whistlecraft and colleagues through the Democracy Commission Working Group). It is being managed separately, but was referenced within the People Strategy 'Development' action plan as it is seen to be a key part of our cultural transformation].

- Work that has taken place includes a series of workshop discussions (Sept 2018) involving both Kirklees employees and councillors to explore the changing councillor role and what this should involve.

##### Inclusion & Diversity

[NB: this theme links directly to the wider work around refreshing the Inclusion & Diversity Action Plan - David Bundy has already attended Scrutiny on a number of occasions to update on this. The Action Plan is due to go back to full-Council in October and will include actions to support employee development linked to the outcome of 'taking a positive and inclusive approach to everything we do'].

- We've created a bespoke [Be Inclusive](#) section within MiPod to support employees' learning and development around inclusion. We've now refreshed this and added some new resources including videos and a diversity calendar (promoted via Jacqui's blog in

April 2018). We've also added some new elearning modules to the MiPod Xtra 'Equality, Diversity & Inclusion' catalogue in May 2018.

- In June 2018 we joined Inclusive Employers to demonstrate our commitment to inclusion in Kirklees and support us on our equality, diversity and inclusion journey. The benefits of our membership that we're already taking advantage of include working with a dedicated account manager, monthly newsletters and updates, access to resource packages, workshops (for example we've attended sessions on inclusive recruitment and menopause at work), webinars and regional networking opportunities.
- For this year's National Inclusion Week (24-30 Sept 2018) we promoted a range of different [things employees can do](#) for inclusion – for example taking part in daily challenges, a range of free webinars from Inclusive Employers and our in-house 'From Equality to Inclusion' workshop. We also held a successful inclusion-themed drop-in session at High St Buildings.
- Other action areas we are now starting to explore include the National Inclusion Standard, CMI accredited inclusion programmes and bespoke activity/programmes to help support the development of specific groups of employees. We are planning an open session in Oct-Nov 2018 for all employee network members to provide guidance and signposting around development options. This will then be followed up by an information session on the Level 3 team leader programme (see Apprenticeship Levy section below) in the New Year for those who are interested in this opportunity.

### **Coaching and Mentoring**

- We have developed the Coaching as a Leadership Style CPD offer for managers to keep their skills current after attending the 2-day course.
- We are continuing to promote coaching across the organisation and have seen an increase in non-office based staff taking up the offer.
- We've launched an [updated coaching Intranet page](#) and in the coming months we will be adding more case studies and videos to the page.
- International Coaching Week took place 7-11 May 2018 and we used the week to spread the word through a marketing campaign and celebrate our coaching successes in Kirklees. We also took the opportunity to make stronger links with our employee networks and talk to them about how coaching could support them, challenging any barriers that might be stopping them from accessing coaching.
- We've been celebrating our Kirklees internal coaches and their commitment to making coaching the great success that it is. Each day during International Coaching Week our coaches received a coaching 'gift' in the form of signposting to coaching resources, good news stories etc.
- As well as the work that's happening internally, we've made some great links with other organisations around coaching – for example we have supported a number of local authorities to help them develop their own coaching culture and been contacted by the ICO and asked to support them in developing their coaching approach. We are also having ongoing discussions with the NHS about how we can support each other with coaching.
- We are developing a coaching offer to support volunteer organisations. This is currently being advertised through Comoodle.
- We have extended our coaching offer to a group of Independent Sector staff to support them to gain a management qualification.

- We have worked with the European Mentoring and Coaching Council to ensure our approach to coaching is GDPR compliant.
- We are starting work to design and develop an enhanced development package for our internal coaches.
- We are also expanding our mentoring offer and doing some work to expand our growing network of mentors across the organisation. We have recently developed a 3-hour “Becoming a Mentor” workshop (due to start in October 2018) which will help potential mentors develop their skills and get involved with the wider programme.

## **Wellbeing**

[NB: this theme is one of the three core elements of the People Strategy, but is referenced here in terms of specific development links].

- Learning & OD attended an event for Wellbeing Champions on 4<sup>th</sup> July 2018 to share an offer around wellbeing and resilience. It was met with really positive feedback and a number of individuals have been in touch since the event to access support.

## **Mobile & Agile**

- We’ve been running employee engagement sessions during August and September 2018, continuing to roll out mobile & agile as a core way of working in Kirklees and supporting staff to work differently.
- Large scale team engagement has been undertaken with Safer Kirklees.
- We have met with the IT project manager to plan the next steps for staff engagement.

## **‘Working with’ not ‘doing to or for’ / restorative practice**

- A working group has been established and met for the first time in August.
- An options paper has been produced for Strategic Communications Board around training staff.
- The recommendation has been carried forward that the original working group will become a permanent reference group for Restorative Practice.
- Further discussion around this approach is due to take place at special ET on October 15th.

## **Developing our workforce**

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### **Developing skills for the future/understanding and supporting people’s needs and aspirations**

- Our ‘core offer’ to all employees is constantly evolving, in line with the People Strategy and overall capacity/budget, and we are reviewing this again to support planning for the next financial year.
- We are encouraging employees to take responsibility for their own development (in line with Kirklees behaviours and expectations) through our self-serve offer (MiPod and MiPod Xtra), through our [Go Learn](#) blog (launched April 2017) and through ongoing promotion of our coaching offer.

## **Supporting and reaching our diverse workforce**

- Learning & OD attended an event for BME network members on 11th July 2018 to talk about personal development and learning & development opportunities. We have also spent time engaging with employee networks to help promote our coaching offer and help ensure there are no barriers to being able to access coaching. Since then we have seen an increase in the uptake of coaching from network members.

## **Induction**

[NB: this work has been designated under the 'Attraction' element of the People Strategy, but is also referenced here as there is significant overlap with the development of existing employees].

- Our research phase (exploring people's experiences of induction across the organisation) is now complete and the working group have undertaken a 'design sprint' to review this info and identify the key issues and areas of focus.
- The findings/action areas we will now be working on following on from the 'design sprint' are: process, manager awareness and skills, organisational expectations of induction, probation periods and mandatory/statutory training as part of induction (linked to a recent internal audit around this area).

## **Wider development experiences and opportunities**

- Trading Places and Team Placements (work being taken forward by Sarah Thistlethwaite).

## **Leadership & management**

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### **MiPod and MiPod Xtra core offer**

- [MiPod](#) has a bespoke area on [Leadership](#) which includes a range of info, video clips and links. MiPod can also help managers and leaders focus on their learning and development in specific areas, for example [behaviours and expectations](#), [working through change](#) or [being inclusive](#). We'll be reviewing and updating this content again shortly as part of wider changes being made to the intranet.
- Our stats show that MiPod is continuing to receive a significant number of page views each month – for example last month (September 2018) there were 1021 MiPod page views (445 unique). However, we know there has been a decrease in views over time and need to bear this in mind as part of our review.
- [MiPod Xtra](#) (login required) includes resources and support for development that link specifically to the Aspiring, Achieving and Leading stages of the Horizons framework (see below). We've added some new 'Horizons' catalogues to MiPod Xtra to help signpost to some of the resources we have available to support employee development linked to key themes and these will continue to be updated on an ongoing basis. The Horizons catalogues include some of our existing support (for example the externally run Intro to Management programme and shorter in-house workshops), new sessions such as our Emotional Intelligence workshop (see above) and our new Horizons intro sessions and action learning sets.

## **Making effective use of Apprenticeship Levy to support management & leadership development**

- Following a comprehensive procurement exercise to select a supplier, 30 Kirklees employees (15 starting in June 2018, and a further 15 in September 2018) have now embarked on a new Level 3 team leader/supervisor apprenticeship programme. This programme is fully funded by the Apprenticeship Levy and being delivered for Kirklees employees by [Babington Group](#).
- As well as meeting the specific requirements of the Level 3 apprenticeship standard, this programme supports the 'Aspiring' stage of our Kirklees [Horizons](#) framework (part of the People Strategy) and successful completion will lead to a Chartered Management Institute (CMI) Level 3 qualification.
- We are continuing to work with Babington and with our internal participants to help shape the programme and respond to feedback to help ensure it is fit for purpose and a positive learning experience for all involved.
- Places on the first two cohorts of the Level 3 programme were allocated based on SLT nominations (following discussions around workforce planning, people development and inclusion), completion of an application form, attendance at awareness sessions and completion of a skills gap analysis.
- We are currently exploring potential options for recruiting a third cohort of participants for the Level 3 programme, this time working more closely with employee networks to support the development of their members and help address the inclusivity gap.
- We have just (September 2018) confirmed that Kirklees will participate in the first pilot cohort of a regional Level 5 apprenticeship programme (leadership & management) being run by Solace. The specific details and timing are all still to be confirmed, but we are part of the regional working group and anticipate that the first cohort of learners (5 places available for Kirklees) will be starting before the end of the year.

## **Horizons**

- [Horizons](#) now provides an overall framework and reference point for development at three stages:
  - **Aspiring** (our new and aspiring managers and leaders)
  - **Achieving** (all our current managers and leaders)
  - **Leading** (our senior leadership team)
- Horizons is not a development programme in itself; rather it is designed to help support conversations around leadership & management development. It's a tool to help clarify expectations and requirements and allow people to identify and prioritise their development needs, based around a number of core skills and attributes and underpinned by our Kirklees behaviours and expectations.

**Induction** (update included in 'Developing our workforce' section above – manager awareness and skills will be a specific area to take forward).

## Performance

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During the first part of 2018, research was undertaken to understand the current organisational 'problems' relating to performance in the organisation and also to explore effective and modern practices taking place beyond our organisation.

This intelligence was used to inform an 'innovation sprint' that was held over 2 days in the summer. This 'sprint' involved key stakeholders from across the organisation.

The outcome of this work identified three key problem statements:

1. How we performance manage at the minute does not really address what motivates people and one size does not fit all.
2. Process gets in the way of real relationship building, real performance success.
3. Some managers don't have the required skills to people manage and build relationships, have the difficult conversations, being brave enough to challenge, change, act.

In response to this a revised approach to how we might manage performance has been developed which empowers Service Managers to develop their own process to suit the style and uniqueness of their Service within the parameters of a set corporate principles. This addresses problem statements 1 and 2 and is shown diagrammatically below.

The next steps are for the group to support four Services to develop their own performance management processes and to pilot the different approaches. Once developed, learning will be taken from this work before a new approach is rolled out across the organisation.

Additionally, work in this area has firmly recognised that any '*system is only as effective as the managers who implement it*', and that '*manager performance affects how employees perceive a performance management system*'. This fits entirely with the content of the third problem statement about gaps in management talent. To that end, group discussion and suggested solutions centred around two issues:

1. How current managers are upskilled, developed and performance managed to develop the soft skills associated with emotional intelligence.

Proposal: that this links across to the work that L&D are undertaking around leadership development and that a skills and behaviours assessment is undertaken which includes a mini 360 degree style approach. Ongoing employee feedback should be a key measure of all performance frameworks, including those for managers.

2. How new managers are appointed to ensure aptitude in people management, and high talent in emotional intelligence.

Proposal: managers are appointed for emotional intelligence over technical skills. The recruitment work stream will take this forward.

# Performance Success

An ongoing performance approach which places employee engagement at its centre and recognises the individuality of Services. Service managers are empowered to develop their own method of supporting high performance within established Principles. Contact with staff occurs throughout the year and replaces the once a year appraisal.

