

**ROTHERHAM METROPOLITAN BOROUGH COUNCIL  
REPORT TO DEPUTY LEADER MEETING**

1.	<b>Meeting:</b>	<b>Deputy Leader Meeting</b>
2.	<b>Date:</b>	<b>9<sup>th</sup> September, 2013</b>
3.	<b>Title:</b>	<b>Post Recognition Strategy – Investors in People (IIP)</b>
4.	<b>Directorate</b>	<b>Human Resources</b>

### **5. Summary**

The Council has successfully achieved re-accreditation of the IIP standard effective from June 2013 and valid for a period of up to three years.

The Council met 185 of the 196 evidence requirements enabling retention of gold status.

The external assessor's report provides information on areas of strength and developments to enable the Council to not only continue to maintain the IIP standard and gold status but to further improve, develop and maintain organisational development.

### **6. Recommendations**

- **Acknowledge and support the actions to address areas noted for development from the external assessor's report (Appendix A) which are to be included in the Corporate Workforce Strategy, Strategic HR service plan and passported into relevant Directorate service/team plans.**
- **Strategic Directors to ensure their directorate areas for development are addressed in service/team plans and performance managed. (Individual directorate reports will be provided to Directorate Management Teams (DMTs) during August 13 and colleagues from HR will be available to attend as necessary).**

## **7. Proposals and Details**

### **7.1 Background and method**

The internal review team were allocated specific directorates to undertake the assessment against the full liP framework, producing feedback from those directorates which fed into the overall corporate assessment.

Evidence was gathered by means of one to one or group interview sessions undertaken with a random sample of employees and managers from across the Council.

The external assessor gathered evidence across all directorates from top managers (including Elected Members) and trade union groups.

### **7.2 Structure of the assessment and final report**

The assessment has been shaped around the people priorities arising from the Council's five key priorities and the Way We Do Business Values which are detailed in the five key themes of the Corporate Workforce Strategy 2013-2016. The strategy also reflects the changing working environment of the Council. The themes are:

- Ensuring we have a modern and thriving Council
- Developing leadership capacity through change
- Developing our employees' skills for the future
- Managing talent and attracting new talent as appropriate
- Ensuring we have a fairly rewarded workforce.

### **7.3 Outcomes from the re-accreditation process**

#### **7.3.1. Summary strengths**

- A proactive approach from the key leaders of the Council towards the very many changes that have taken place which has been appreciated by all levels of employees.
- Service reviews have been undertaken in a planned, consultative and sensitive way thereby ensuring people felt part of the process.
- Employees are realistic about the changes the Council has had to undergo and they remain positive and extremely passionate about what they do.
- The Strategic Leadership Team are seen as helpful and approachable and people at all levels are positive about senior managers as a whole.
- The Plan on a Page sets out clearly the overarching priorities which are then translated into targets and outcomes for services and teams.
- Sharing of information and knowledge within teams and services has resulted in an informed, motivated and engaged workforce.
- A wide range of flexible working solutions being used to support efficient, customer-focused working and work-life balance.
- A blended approach to learning and development, including informal coaching resulting in a high level of buy-in to learning, efficient use of resources and equity of access to learning.

- Clarity of the vision and values and translation of these throughout the Council into individual objectives, impacting on performance levels.
- Employees demonstrate high levels of pride in working for the Council.
- The importance and commitment given to learning and development both now and for building capacity for the future, as well as improved performance management, reviews has resulted in a culture of continuous learning.
- Use of external and internal resources to provide learning and development has made effective use of both people and financial resources.
- As a result of the many changes that have taken place people have been able to positively maximise on opportunities. This has been due to skill gaps being created when experienced people have left, enabling people to not only develop their own skills but also being able capitalise on other people's existing skills.
- The flexible working options available and new ways of working are seen as very positive by all employees. In general people also have a positive view of the pay & benefits package though they are realistic in terms of the pay element.
- Formal and informal recognition of contribution has resulted in a high level of employee engagement.
- Clarity of requirements and responsibilities of managers has resulted in consistency in terms of management practices and leadership development.
- Core processes have been further embedded resulting in improved communication, team meetings, PDRs, people involvement as well as consistency in management practices.
- Equalities and diversity is well embedded and seen as an integral part of the culture whether that relates to colleagues or customers.
- As a result of the many changes that have taken place a greater emphasis on having a business focus for learning & development decisions as well as additional learning being undertaken with partners has been achieved.
- The induction process for new recruits to the Council (although limited external recruitment) has been found to be a positive experience.

### **7.3.2. Summary development areas**

- To raise awareness across the Council of the Plan on a Page. This will enable service/team plans to provide the detail as to what the key priorities will mean in practice and people can see how their own work links to the overall Council objectives. The refresh of the Plan on a Page will provide the ideal opportunity for this to take place.
- To raise awareness of the Way We Do Business values so that people are familiar with them and believe they are at the heart of how they are expected to work. Also how they are being used to drive role model

behaviours for shaping services for the future. The Plan on a Page refresh communications and discussions in PDRs when undertaking competency assessments will assist in achieving this outcome.

- To promote positive stories from across the Council to help improve the overall Council reputation and also inform the Rotherham community of the high level of service the Council still provides despite challenging circumstances.
- To continue to ensure information is communicated effectively across all locations in a timely way, providing reassurance where possible so that people don't think information is selective. Also maintaining the channels of communication even if there is 'no news' to help promote openness and transparency.
- To ensure all managers are embracing and being supportive of the full range of flexible working options and that those who demonstrate resistance are made aware that to achieve a modern thriving Council they will need to work differently in the future.
- To review succession planning strategies to enable the retention of talent. Also ensuring service/team structures make the best use of people's talents and abilities. It is also a key priority to ensure effective knowledge transfer takes place when people leave the organisation.
- To promote career progression opportunities for higher management roles, offering the support and development required so people are encouraged to apply for such roles and talent is retained within the organisation.
- To ensure the ongoing development of those skills identified as necessary for the future i.e. leadership skills, commercial awareness, decision making, managing a remote workforce, keeping up with/maximising technological advances, developing partner relationships, innovation etc.
- There were examples of coaching techniques being used as a methodology for developing people. If the full requirements of the coaching criteria are to be met then the Council will need to consider whether a more formal coaching approach is necessary or sustainable in the future.
- To continue to review innovative and flexible approaches to learning and development which may include learning from external networks and other cost reducing strategies as well as e-learning and its appropriateness in all cases.
- To ensure learning and development achievements are celebrated at all levels of the organisation (where appropriate).

#### **7.4 Directorate feedback**

The strengths and areas for development outlined in the above sections are the general corporate findings. However in addition, there are specific strengths and development areas which have been identified for each directorate. These findings have been captured in individual directorate reports. The reports will be presented to DMTs by the relevant internal reviewer during August. DMTs will then be responsible for ensuring the resulting actions are included in relevant service/team plans to ensure they are addressed and performance managed.

#### **8. Finance**

It is envisaged that there will be no or little direct cost implications to address actions for the development areas other than officer time. However, there may be some hidden costs which cannot be identified at this time but will become apparent during the action planning process.

The Continuous Improvement Plan (outlined in the full report) will be reviewed by the external assessor in December 2014 to assess progress. Cost for the external assessor's time for this process is £337.

#### **9. Risks and Uncertainties**

Failure to address development areas outlined in the external assessor's report could impact on retention of the liP standard and our gold status in 2016.

It may also affect progress to become a modern, thriving Council, employee engagement and talent retention. Agreement of the suggested recommendations and incorporation of the development areas and proposed actions to address these areas within relevant plans would mitigate this risk.

#### **10. Policy and Performance Agenda**

Retention of the liP standard at gold level is crucial to the delivery of key factors of the Corporate Plan (Plan on Page), the Corporate Workforce Strategy and embedding of the Way We Do Business Values in particular getting it right first time and right people, right skills, right place.

#### **11. Background Papers and Consultation**

liP external assessor's report  
liP sample employee group

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**Appendix A - INVESTORS IN PEOPLE CONTINUOUS IMPROVEMENT PLAN**

A. Key Information

<b>Organisation</b>	Rotherham Metropolitan Borough Council	<b>Date of last assessment/review</b>	June 2013
<b>Date of Action Plan</b>	June 2014	<b>Review date for this plan</b>	12-18 months
<b>Proposed next review date</b>	June 2016		

B. Key Contacts

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C. Future Activity

<b>Business Issue</b>	<b>Suggested Action(s)</b>	<b>Potential Benefits / Impact of Taking No Action</b>	<b>Suggested Timescale / Priority When</b>	<b>Potential Solutions / Support Available</b>
<b>What</b>	<b>How</b>	<b>Why</b>		<b>Who</b>
Strategy and Core Values	<ul style="list-style-type: none"> <li>Raise awareness across the organisation (Reputation project) of the Council's key priorities and outcomes as being shaped by the Modern Thriving Council agenda and associated refresh of the Plan on a Page</li> <li>Continue to embed the Way We Do Business values to drive role model behaviours for shaping services for the future (Reputation project and PDRs)</li> </ul>	<ul style="list-style-type: none"> <li>Engagement of employees in shaping new models of delivery and ensuring they understand their contribution to the Council's re-focussed priorities</li> </ul>	12 months	Strategic Leadership Team + Communications and Marketing Team

Communication Strategies	<ul style="list-style-type: none"> <li>Promote positive stories from across the Council to help improve the overall Council reputation and engage the community to embrace new models of service delivery (Reputation project)</li> <li>Re-enforce with all managers the need to provide information in a timely and regular manner</li> </ul>	<ul style="list-style-type: none"> <li>Community expectations are aligned with the new delivery models for Council services and employees understand the Council agenda and remain proud to work for the Council</li> <li>Employees believe communication is regular, open and transparent.</li> </ul>	<p>12 months</p> <p>12 months</p>	<p>Strategic Leadership Team + Communications and Marketing Team</p> <p>Strategic Leadership Team Director Group</p>
Flexible working	<ul style="list-style-type: none"> <li>Support those managers who are not embracing the full range of flexible working options to better understand the benefits of this way of working</li> </ul>	<ul style="list-style-type: none"> <li>Consistent application of flexible working and realisation of the benefits and efficiencies derived</li> </ul>	12 months	Directorate Management Teams (feedback reports from liP assessment)
Succession Planning	<ul style="list-style-type: none"> <li>Ensure managers are supported and have the tools and skills to undertake effective succession planning</li> <li>Ensure managers are supported to develop the skills identified as necessary for the future through informal/formal training and experiential learning.</li> <li>Clarify future intentions around management tiers within the structure of the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Talent is retained and career progression evidenced plus managers are equipped to deliver new agendas</li> </ul>	18-24 months	Directorate Management Teams HR Managers at all levels

Coaching techniques	<ul style="list-style-type: none"> <li>• Consider whether a more formal approach to coaching would provide additional benefits to the current informal practice and whether this would be sustainable/desirable</li> </ul>	<ul style="list-style-type: none"> <li>• Enhancement of the learning techniques available to support both manager and employee development and career progression, beyond current role</li> </ul>	6 months	Strategic Leadership Team HR
Innovative and flexible approaches to learning and development	<ul style="list-style-type: none"> <li>• Review learning delivery approaches and blends (both new and existing) and check appropriateness for learner(s)</li> <li>• Raise awareness of the need to celebrate learning and development achievements</li> </ul>	<ul style="list-style-type: none"> <li>• Enhancement of the learning and development toolkit with cost effective learning models and blends</li> <li>• Re-enforcement of the value the Council places on learning and development</li> </ul>	12 months  6 months	Learning & Development leads  Strategic Leadership Team Directorate Management Teams/Senior Management teams HR