
NON-EXEMPT

EAST HAMPSHIRE DISTRICT COUNCIL/HAVANT BOROUGH COUNCIL

JOINT HR COMMITTEE

19th October 2020

'Be the best you can be' Programme

FOR DECISION

Portfolio Holder: Cllr Lulu Bowerman Cabinet Lead and Cllr Nick Drew Portfolio Holder

Key Decision: No

Report Number:

EHDC/044/2020

HBC/020/2020

1. Purpose

- 1.1. This report sets out an overarching organisational development programme which aims to improve the performance of the organisation through its' people. This programme consists of existing OD interventions (e.g. You're a Star; competency frameworks; onboarding and engagement) and allows for future interventions to be added. Branded as 'Be the best you can be', this programme creates a clear identity and enables all types of OD interventions associated with organisational performance to be housed under one umbrella brand.
- 1.2. The overall programme (set out at Appendix A & A1) therefore sets out how this overarching brand brings all the OD interventions together in one place. Part of this programme is a revamped L&D offer to reflect the radically different operating environment that most council employees, and their line managers, are working within due to the coronavirus pandemic. This revised offer has been developed to address these challenges and identifies appropriate L&D interventions suitable for a virtual environment to enable employees to achieve the best that they can.
- 1.3. This offer which can be found at Appendix B focuses on four core areas of learning. It operates on the principles of individual ownership and self-directed learning with an element of mandatory learning which is centred on governance

related topics. It is intended that this offer will be reviewed on an annual basis to ensure that the corporate training budget is utilised in the most appropriate way.

2. Recommendation

2.1. Joint HR Committee are asked to note:

- a) the overall programme concept 'Be the best you can be' as detailed at Appendix A.
- b) the revised L&D offer suitable for the virtual environment as detailed at Appendix B.

3. Executive Summary

- 3.1. JHR Committee approved the L&D strategy and L&D policy on 16th October 2019. These documents provided the strategic and operational direction for learning and development. The overarching strategic goals of the L&D strategy were to align investment in L&D with the Councils' strategic priorities; drive a culture that values learning and continuous improvement and promote organisational and individual performance excellence. As strategic goals these remain fit for purpose despite the changes in working environment due to Covid-19.
- 3.2. The development of the overarching 'Be the best you can be' brand aims to provide a focus point to staff on all OD interventions that are associated with individual and organisational performance. By creating a brand that staff can associate with performance creates an identity for OD interventions which in turn enables staff to recognise and engage. Brand identity for employee engagement purposes is important and it is envisaged that this brand and the OD interventions associated with it can be developed further in line with the transformation programme as it develops.
- 3.3. The concept of the 'Be the best you can be' programme is to have several core areas contained within the programme with the possibility of including further OD interventions as the programme becomes embedded within the organisation. By branding the programme in its broadest way means that current and future OD interventions are easily identifiable to employees. One of the core areas of the 'Be the best you can be' programme is the L&D offer. This offer takes the vision as set out in the L&D strategy and turns it into a tangible programme of delivery which is fit for purpose in the current environment.

3.4. The L&D offer has four core areas of learning which are deemed by the OD function to be most appropriate at this current time. These areas are as follows:

- Leadership Learning
- Powering up your Performance
- Virtual Working
- Wellbeing

The overall objectives of the L&D offer include a corporate assurance that governance standards are fully understood and applied by all staff appropriate to their roles, the reinforcement of performance standards and performance management based on outputs and results and the development of remote working skills for employees and line managers.

3.5. Each area of learning has mandatory and self-directed learning elements which are captured within the resource libraries. These resource libraries contain suggested learning material which may be articles, webinars, videos etc. The resource libraries have initially been created by the HR team however the intention is that these will be collectively owned resource libraries where staff can identify learning material that has been of benefit, so it can be included in the resource libraries for future use by staff. In this way the resource libraries will become a wealth of learning resource which has been collectively created.

3.6. The immediate HR focus from an L&D perspective has been on wellbeing since the start of the pandemic. This is because the HR team has responded to the urgent need for interventions to support employee wellbeing due to Covid-19. The interventions which have been put in place for wellbeing, particularly the 'wellbeing wins' series have now become embedded in the organisation and are part of BAU activity. As we move from response to recovery there is a recognition that what is needed now for the short to medium term is different to what we needed three to four months ago.

3.7. The focus for the short to medium term therefore is on the remaining three core areas that have been identified as essential for organisational performance. The first relates to how we 'power up the performance' of our employees, many of whom are working virtually and will continue to do so for the foreseeable future. This core learning area will focus on many of the governance related topics such as health & safety, GDPR and inclusion as well as learning around IT skills, communication and customer engagement. The second relates to 'leadership learning' and includes L&D material which aims to support managers to get the

best they possibly can from their teams in a very different operating environment. The third relates to 'virtual working' and how we equip all our staff to work more effectively in a virtual way.

- 3.8. Staff will be required to build their own portfolio of skills (mandatory and optional) and will be able to complete their portfolio online. This portfolio can then be used as part of the performance management and internal recruitment processes. Requiring staff to develop their own portfolio of skills and placing organisational importance on the value of these portfolios for career progression will help to drive a culture of continuous development. A pick'n'mix type approach within the resource libraries means that employees can choose the learning they need to undertake dependent on their own development needs and their future career aspirations.

4. Additional Budgetary Implications

- 4.1. There are no additional budgetary implications. Costs for delivering this L&D offer are contained within the 2020/21 corporate training budget.

5. Background and relationship to Corporate Strategy and/or Business Plans

- 5.1. The 'Best you can be' programme brings together all aspects of HR activity which impacts individual and organisational performance and is aligned to the overall organisational development strategy. An easily identifiable brand will ensure that staff engagement to this programme is maximised and connections to performance made.
- 5.2. The L&D offer proposed within this report is aligned to the L&D strategy and its' strategic aims and reflects the development needs which the different workstyles and environment have created due to the covid pandemic.
- 5.3. Options considered
The programme developed takes account of the challenges created by covid and is aligned to the strategic objectives of the councils for the immediate and longer term. The L&D offer proposed is considered to be the most appropriate platform for providing effective learning and development interventions to the workforce for the next 12 months. The content and delivery of this programme will be reviewed on an annual basis to ensure that the offer remains fit for purpose and appropriate.

6. Resource Implications

- 6.1. Financial Implications

There are no financial implications. The costs of the programme will be met from the existing 20/21 Corporate Training budget.

Section 151 Officer comments

Date: 23rd September 2020

The costs of delivering the programme for the current year are to be met from existing budgets. The programme is to be reviewed on an annual basis and any budgetary or financial implications relating to future years will need to be approved as appropriate at that time.

6.2. Human Resources Implications

HR resource will be required to implement and embed the L&D offer and programme. This will be met from existing HR resources.

6.3. Information Governance Implications

There are no information governance implications to report. All information will be processed within GDPR requirements.

Other resource implications

Communications and marketing resources will be needed to develop L&D campaigns as the programme is embedded. It is intended that there will be regular bulletins created which focus on L&D (please see Appendix C). This will be met from existing C&M resources.

7. Legal Implications

7.1. There are no legal implications to report. All staff will have equal access to learning and development and the delivery of the programme will be inclusive to all. Risks which could arise due to non-compliance with legislation such as GDPR, H&S etc are mitigated due to the inclusion of these areas of learning as mandatory.

Monitoring Officer comments

Date: 8th October, 2020

Monitoring Officer has been consulted and has no further comments

8. Risks

- 8.1. The programme incorporates statutory Health and Safety training, mitigating risks of non-compliance with the councils' obligations under the Health & Safety at Work Act.

The programme focuses on core governance areas to ensure that staff comply with relevant legislations that are in place e.g. GDPR. This will mitigate the risk that staff may breach legislation as these elements of the programme are mandatory.

There is a risk to the councils that the workforce is unable to support/deliver the strategic objectives of the councils without a comprehensive development programme in place. The delivery of this programme mitigates this risk.

There is a risk that staff performance and output is reduced because of the pandemic and the current ways of working. This programme focuses on the key areas which will impact performance to ensure that staff and managers are upskilled to work effectively and productively.

9. Consultation

- 9.1. No specific consultation is required. The L&D offer will be shared with Unison for information.

10. Communication

- 10.1. The programme will be communicated to all members of staff. A communication plan will be developed to support the roll out of this programme.

11. Appendices

- 11.1. Appendix A & A1 – Be the best you can be programme

Appendix B – Learning and development offer – Please access the HR pages of Skoop – tile 1 – 'Be the best you can be' <http://intranet/basic-page/be-best-you-can-be> and tile 2 - Development resource library <http://intranet/basic-page/development-resource-library>

Appendix C – 'Be the best you can be' example bulletin

12. Background papers

- 12.1. None

Agreed and signed off by:

Portfolio Holder: **Cllr. Nick Drew 02/10/2020 Cllr. Lulu Bowerman 07/10/2020**

Director: **Lydia Morrison 7/10/2020**

Monitoring Officer: **David Brown 8/10/2020**

Section 151 Officer: **Matthew Tiller 07/10/2020**

Contact Officer:

Name: Caroline Tickner

Job Title: Head of Organisational Development

Telephone: 02392 446400

E-Mail: caroline.tickner@havant.gov.uk