

## Members' Library Service Request Form

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**REPORT TO:** Members' Library Service

**MEETING DATE:**

**BY:** Depute Chief Executive – Partnerships and Community Services

**SUBJECT:** Investors in People

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## **1 PURPOSE**

1.1 To advise Members of the Council's Investors in People accreditation.

## **2 RECOMMENDATIONS**

2.1 That Members note the award of Investors in People accreditation to East Lothian Council.

## **3 BACKGROUND**

3.1 Investors in People (IIP) is a nationally recognised standard of best practice covering everything from business planning and leadership, to management effectiveness and performance measurement.

3.2 The Council applied for IIP accreditation as part of its drive for continuous improvement. Achieving the IIP standard would provide external validation of the Council's approach to the council workforce.

3.3 The assessment was carried out by external IIP assessors in May 2014. Following the assessment the assessors reported they were satisfied that East Lothian Council meets the IIP standard requirements and awarded the Council IIP accreditation. This is the first time that the Council has achieved Council-wide IIP accreditation.

3.4 A full assessment report was provided by the assessors (see attached) and service level assessments were also provided. The key points from the council-wide assessment are summarised below.

3.5 The assessment includes many positive statements about the Council workforce and the Council's relationship with the workforce. For example:

*"Your people are passionate about the work they do and the services they provide."*

*"You have made and continue to make a significant investment in developing leadership and management capacity particularly the recent CMI activity."*

*"People feel valued for a range of reasons: "People ask my opinion", "My boss says thank you to me", "They paid for me to go on a formal course", "They have given me more responsibilities and they trust me more now".*

*"You are clearly committed to developing the workforce of the future and you now have an Workforce Development Strategy in place to help drive improvements."*

3.6 The positive themes from the Council-wide assessment included:

- Strong leadership from the Chief Executive. In the main, people believe that East Lothian Council is in safe hands. The Council has a clear plan (2012-2017) and this is underpinned by a Workforce Development Plan
- There is clearly a changing culture in terms of the move to a 'One Council' approach and the perception of 'our business' rather than isolated Services is beginning to embed
- Learning and Development is on the agenda and you are seeking innovative and flexible ways to ensure that people's needs are met with a strong focus on leadership development.
- There has clearly been a push on the PRD process.
- The Heads of Service and Senior Management team have changed considerably. The new structure is starting to take shape and people described 'starting to see how things fit together now'.
- In the main we found that people felt that their contribution to their department was recognised and valued, especially at a local level i.e. between colleagues and their direct line manager.
- Certain aspects of communication are consistent and help people to stay informed of wider Council progress for example: E-news, the Chief Executive coffee mornings, Team Talk and the Working Together Forum.
- Information from internal and external reviews such as Engagement Survey, HGIOC, HMIe and Care Commission is used to improve strategies for managing and developing people.
- It was good to hear that you have a Modern Apprenticeship Programme.

3.7 The IIP assessment provides feedback on all council services and specific improvement points will be taken forward within each service. The Assessment also identified areas for improvement and development at the council level.

- One Council – the Council’s Vision is clear but there needs to be greater clarity of how we are going to get there.
- Change Management – A structured change programme with milestones along the way would be of benefit. Change needs to be understood and managed in a way that people can cope effectively with it – developing resilience so that people embrace change.
- Leadership and Management Capacity – Define what great leadership and management looks like within East Lothian Council. Consistently provide people with regular feedback on how they lead, manage and develop people as well as the operational aspects of their role. Consider developing a programme of learning to support those with line management responsibility to manage people through a period of transition and ultimately ongoing incremental change. More support for line managers, focused on supporting them through change, needs to be made available quickly.
- Structures/Roles – Clarity and Consistency. The many on-going service reviews are creating a general feel that the Council is in a state of flux. Refresh the PRD and help people to understand its value and that it is one part of a wider performance management system. In order to sustain a skilled, flexible and motivated workforce people need to receive regular, constructive feedback on their performance especially as roles change and efficiencies are made.
- Continuous Improvement – people would like to hear more about the developments made as a result of their involvement in HGIOC. Also further consideration could be given to the recognition of success and achievement.

3.8 The Council-wide recommended improvement actions will be taken forward as part of the Workforce Development Plan which is based around four key themes:

- Supporting Transformational Change
- Building and Sustaining Leadership and Management Capacity
- Sustaining a Skilled, Flexible and Motivated Workforce
- Developing the Workforce for the Future

3.9 The IIP assessors will return in 18 months (November 2015) to look at how effectively their recommendations have been taken on board.

#### **4 POLICY IMPLICATIONS**

- 4.1 The Council applied for IIP accreditation as part of its drive for continuous improvement. Achieving the IIP standard has provided external validation of the Council's approach to the council workforce.

#### **5 EQUALITIES IMPACT ASSESSMENT**

- 5.1 This report is not applicable to the well being of equalities groups and an Equalities Impact Assessment is not required.

#### **6 RESOURCE IMPLICATIONS**

- 6.1 Financial - none  
6.2 Personnel - none  
6.3 Other - none

#### **7 BACKGROUND PAPERS**

- 7.1 IIP Assessment report

|                      |  |
|----------------------|--|
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| <b>DATE</b>          | 2 <sup>nd</sup> September 2014   |



## **East Lothian Council**

### **First Time Assessment Report**

***UNDERTAKEN BY***

**Anne Owens – Lead Specialist**

**Michelle Sutton – Team Specialist**

**Joanne Thomas – Team Specialist**

**On behalf of Investors in People Scotland**

**Project Reference Number: 12/0584**

**Date: 30 May 2014**

***“Commercial in Confidence”***

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## **1. INTRODUCTION**

### **1.1 Background**

East Lothian Council states in the document “our Plan” that it wants its vision for East Lothian to have a “prosperous, safe and sustainable place with a dynamic and thriving economy that will allow people and communities to flourish”. The Council Plan from 2012 to 2017 sets out the plans to improve the quality of life for East Lothian residents over the next five years.

The Council has adopted ‘From Improvement to Excellence’, the Improvement Framework through which you will strive for best value and move from being an improving Council to an excellent Council. The Council Plan is based on 4 objectives:

- Growing our Economy
- Growing our Communities
- Growing our People
- Growing the capacity of the Council

You have been involved with the Investors in People Standard for a number of years with various Services having achieved recognition in their own right. You are now coming forward to seek recognition as the whole Council. In Autumn 2013 the Internal Practitioners undertook a parallel ‘health check’ against Investors in People and How Good is our Council.

### **1.2 Review Objectives**

At our planning meetings on the 15 October 2013, 15 January 2014, 17 March 2014 and 16 April 2014 we discussed what you would like to achieve from this Assessment activity and how Investors in People can support your on-going continuous improvement journey.

The focus of the Review is around the four strategic challenges and the 4 themes from the workforce development plan 2013-2017.

#### **Additional Objectives:**

You also asked us to find out what progress has been made since the ‘health check’ activity in September 2013? This has been reported against each Service’s findings. Overall the themes still remain relatively the same. (See paper to CMT dated 12 September 2013)

### **1.3 Methodology**

The National Sample Guidance for an organisation of your size – approximately 4200 in scope plus the Councillors is 3-6%. 3.5% = 152 people to have a discussion with (3.62%).

#### **On-Site Dates:**

The on-site discussions took place as follows:

Anne Owens – 27, 28, 29 and 30 May 2014

Joanne Thomas – 26, 27, 28, 29 and 30 May 2014

Michelle Sutton – 28, 29 and 30 May 2014



**Adult Wellbeing** - Anne Owens

**Chief Executives Department** - Anne Owens

**Partnership and Communities** – Michelle Sutton Leading (with input from Anne Owens)

**Resources and People Services** - Joanne Thomas Leading (with input from Anne Owens)

All of our discussions took the form of offering people the opportunity to explore a number of themes and discuss their involvement in East Lothian Council

Initial feedback was given at the end of the on-site activity to Paolo Vestri and Adrian Hynd on the 30 May 2014. Further verbal feedback will be given to members of the Senior Management Team on the 11 July 2014.

We are more than happy to provide verbal Service specific feedback an additional fee will be incurred for this.

## 2. EXECUTIVE SUMMARY

East Lothian Council has been associated with Investors in People for a number of years and it is good to see you finally coming forward for an overall Assessment of the Council. Our time with you was both interesting and enjoyable and overall it was a pleasure to work in an organisation where the people are passionate and enthusiastic. The key messages that we did hear was clearly 'having to do more with less' and people are adapting to this in different ways. Our aim in this report is to concentrate on looking forward not back (not telling you too much about what you already know) and to highlight your areas of good practice and to give you credit for these and to focus on recommendations for development to help you along your continuous improvement journey.

### Strengths – overall themes:

- Strong leadership from the Chief Executive. In the main, people believe that East Lothian Council is in safe hands. The Council has a clear plan (2012-2017) and this is underpinned by a Workforce Development Plan/OD Strategy. People spoke favourably about the Chief Executive's 'coffee morning' and appreciated the opportunity to speak to the Chief Executive and a cross section of staff in a small informal setting.
- There is clearly a changing culture in terms of the move to a 'One Council' approach and that the perception of 'our business' rather than isolated Services is beginning to embed.
- Within the Services the different Service Strategies are defined and understood to varying degrees.
- Learning and Development is on the agenda and you are seeking innovative and flexible ways to ensure that people's needs are met.
- You have had a strong focus on CMI as part of leadership development.
- There has clearly been a push on the PRD process – with greater emphasis being placed in people's contribution to the success of the Council.
- People are involved in decision making and empowered within their role.
- The Heads of Service and Senior Management team have changed considerably in terms of numbers and for some remit. This structure is starting to take shape and people described 'starting to see how things fit together now'.

- In the main we found that people felt that their contribution to their department was recognised and valued, especially at a local level i.e. between colleagues and their direct line manager.
- Certain aspects of communication are consistent and help people to stay informed of wider Council progress for example: E-news, the Chief Executive coffee mornings, Team Talk and the Working Together Forum.
- You use information from internal and external reviews to improve your strategies for managing and developing people such as your Engagement Survey, HGIOC, HMIE, Care Commission and Investors in People.
- It was good to hear that you have a Modern Apprenticeship Programme and you may be interested to hear more about the launch of our Investors in Young People Award.

### Recommendations for Improvement - Overall 'themes' (these align closely with your Workforce Development Plan)

- One Council – your Vision is clear but there needs to be greater clarity of how you are going to get there and what you see yourselves becoming. The vision of an organisation gives it energy, helps set direction and gives people an ambitious goal to reach towards.
- Change Management - (also links to your Engagement Survey results where one of the lowest scores was around change is managed well across the Council). A structured change programme with milestones along the way would be of benefit.
- Leadership and Management Capacity - People have left the Council through the VRS process, you have 'generic' managers in post and you have some long term sickness. Define what great leadership and management looks like within East Lothian Council – is East Lothian Way still fit for purpose? Consistently provide people with regular feedback on how they lead, manage and develop people as well as the operational aspects of their role. Succession planning is going to be critical to thinking of future capability requirements not 'here and now'. Consider developing a programme of learning to support those with line management responsibility to manage people through a period of transition and ultimately ongoing incremental change.
- Structures/Roles – Clarity and Consistency. A general feel that you are in a state of flux with many on-going Services reviews. Refresh the PRD and help people to understand its value and that it is one part of a wider performance management system.
- Continuous Improvement – HGIOC: people would like to hear more about the developments made as a result of their involvement in HGIOC and as the format is changed yearly it is difficult to make comparisons. Further cognisance could be taken of the Return of Investment of all learning and development activity - realisation of the actual investment you make in developing your people in terms of money, time and resources. The simple 'So What' question what impact has this investment had upon your overall performance? Consider how you use this information to build into your future plans. Also aligned with your Workforce Development Plan further consideration could be given to the recognition of success and achievement – people see that they are losing benefits such as the loss of the café, mileage allowances, people being brought in on the lowest salaries, the perception around the consultation of the deletion of the Principal Teacher role and a perception that the STAR awards only benefit a small percentage of the overall employees.

As you continue to move forward in times of on-going change there are four simple concepts that if applied consistently can dramatically increase the level of engagement. They are: **Vision, Valued, Visible, and Vital**. These four Vs are the core of Employee Engagement.

- have a clear **Vision** for the Council that all understand
- for employees to become engaged, they must feel **Valued** not only for the work they do, but their contributions to the Council's success
- employees also want to realise they are **Visible** to the Council. What this means is that all are important - 'everyone is a vital cog of the wheel'
- lastly, employees want to know they are a **Vital** part of East Lothian Council's success. To do this, the Strategy must be clearly traceable to the work of every individual so they can associate their own efforts with the success of the entire Council

## Outcome

Having carried out the assessment in process in accordance with the guidelines provided by the UK Commission for Employment and Skills, we were satisfied that East Lothian Council meets the requirements of the Investors in People Standard. At the 18 month intervention (November 2015) we will be looking at how effectively our recommendations have been taken on board. We also selected 16 evidence requirements from the Your Choice section of the Investors in People Framework and we are delighted that you met 7 of these. (see matrix at Appendix 1).

## 3. OVERVIEW AND ANALYSIS OF FINDINGS AGAINST WORKFORCE DEVELOPMENT PLAN

We hope that these observations/suggestions align with your own ideas/actions in relation to your Workforce Development Plan.

- **Supporting Transformational Change**

Your people are passionate about the work they do and the services they provide. In some teams you engage a range of stakeholders and partners in defining and agree the Performance Indicators, enabling your customers to inform your operational practice as you move forward. Many examples were provided of the external drivers of change which your managers are addressing at a local level, e.g. changes in policy regarding Waste Management, as well as the significant changes happening at a Council level through restructuring etc.

Senior managers feel involved in strategic decision-making and appreciate the input they can have through the Senior Managers meeting (2-3 monthly).

Team meetings, where they happen, are useful ways for most people to have input to their local strategies. Team Talk, corporate email and the intranet all viewed as useful resources for contextualising decision-making as you move through the change programme.

Concerns about your change management capability cover a range of topics:

1. Change Management - Where are you as an organisation on the journey to support '*our Council to become leaner, more efficient and high performing organisation*'?
2. Communication - most people having an appetite for greater involvement in the change process as well as more detail post-change.

3. Managers capacity - The degree of change, at a time of significantly reduced numbers of managers, is causing a degree of strain in some areas. More targeted support for these areas may be required during the various changes that are taking place.
4. Training – support for development to enable people to embed the changes as a result of restructuring and to prevent them from carrying on in a new structure by working in old ways.
5. Resistance – there is resistance to the integration of shared services and multi-agency capacity – continued ‘buy-in’ to meet the challenges of the public sector reform will be necessary.

Potential Action:

- I. Review the change programme – how has it been planned, carried out and communicated to date? We would recommend that there be more structure and cohesiveness around the change management programme and would suggest using the work of Kotter as a basis. You may want to consider centrally project managing some aspects to support transformational change, particularly in the area of communication.

You are moving towards the ‘One Council’ approach but it can take a significant shift in culture to move from a heavily structured and hierarchical organisation to one which is leaner and more efficient. Within that systems and processes also need to become leaner and more efficient. You may wish to draw on LEAN management practices, a holistic approach to change and provide the service improvement teams with guidance on how to scrutinise, refine and take ‘work out’ of established systems and processes.

- II. Provide those with line management responsibility the tools and support to lead, manage and develop individuals and a team through a period of transition. We would suggest referring to the work of William Bridges as a basis.
- III. Draw on good practice. There are areas across the Council that have managed and are continuing to manage change well. This presents an opportunity to help others to recognise and understand the opportunity that change provides.

The diagram below is a good illustration of how your ambitious agenda set out in the Council Plan could be delivered.



- **Building and Sustaining Leadership and Management Capacity**

You have made and continue to make a significant investment in developing leadership and management capacity particularly the recent CMI activity. It was interesting to hear that on evaluating the course content you are now looking at a more hybrid model. This has been received very positively not just by the individuals that have participated in the learning interventions, but also by people who are being line managed by those that have had the benefit of the training.

You have many highly committed and capable line managers however, the pace of change, removal of layers of management and shifting/increasing responsibilities mean that line managers are feeling under increasing pressure. More support for line managers, focused on supporting them through change, needs to be made available quickly. Your managers are highly committed to delivering the Councils objectives, however some are struggling to meet the demands of growing responsibilities, increased staff numbers and, at times, conflicting priorities.

In some areas there is a lack of clarity regarding the structure and reporting lines. (Right down to who is responsible for what and where people are physically based now!)

Performance reviews generally well regarded and seen as adding value but are not being carried out in all areas. There are some concerns about the PRD form itself, which we know you are addressing.

Potential Action:

- I. What skills and behaviours (capabilities) do you need leaders and managers to be competent in to take the Council forward? Is the East Lothian Way still fit for purpose?
- II. Does the training specifically develop those areas?
- III. What difference do you want to see as a result?
- IV. Do individuals regularly receive feedback on their leadership and management capability?
- V. Continue to communicate the 'generic manager' concept as not all understand the reasons/benefits of this shift.

- **Sustaining a Skilled, Flexible and Motivated Workforce**

We gathered a lot of informal evidence of coaching taking place both from managers and from fellow team members. Mentoring processes are in place in some areas – with some based around work and task review.

People feel valued for a range of reasons *"People ask my opinion", "My boss says thank you to me", "They paid for me to go on a formal course", "They have given me more responsibilities and they trust me more now"*.

You invest in learning and development and people can benefit from a range of learning and development opportunities in a variety of formats. These range from eLearning, to seminars, to traditional classroom based activity. *"There is something for everyone", "I get sent stuff through all the time. When I see something that will be of use, I just talk to my manager about it", "I get lots of training, it is really good"*. It was good to hear that you are investing in Front Line staff around the content of the Council Plan.

The Performance Review and Development Process (PRD) has been embraced to varying degrees throughout the Council and we sensed that there has been a real push on this recently. In order to sustain a skilled, flexible and motivated workforce people need to receive regular, constructive feedback on their performance especially as roles change and efficiencies are made. Following these discussions areas for development can be identified and where possible learning needs met. In our experiences the best Performance Management process is a single integrated system with ongoing coaching for performance being an integral part and the underlying ethos - two way discussions at every stage. The value of the PRD will largely depend on the manager's ability to facilitate the discussion. Therefore as you refresh the system you may wish to provide those with people management responsibility the opportunity to be up skilled further in the following areas: setting objectives, coaching for performance (identified as a key skill in your workforce plan) and giving and receiving feedback. From an Investors in People perspective it is the quality of the outcome that matters not the form!

Potential Action:

- I. Increase the understanding and use of coaching and mentoring in the Council.
- II. Consider developing a Reward and Recognition Strategy so that all are aware of what you offer and engage with people in its formulation to ensure 'buy-in'.
- III. We touched on the PRD at the feedback session and would reiterate that many felt the format to be cumbersome and you indicated that you have plans to review it.

- **Developing the Workforce for the Future**

You are clearly committed to developing the workforce of the future and you now have an OD Strategy in place which will shortly be supported with the additional resource of an OD Manager to help drive improvements.

The Chief Executive is committed to the notion of 'One Council' and that every 'job matters'. Multi-Agency working is in its early days and people will need to adapt to this way of working.

Your people value the investment you make in their learning and personal development. They feel able to raise suggestions for personal or team development with their line manager and most use the PRD process to do this. There is some perception that budgets had been cut therefore there is less training available. The reality we sense is that you are shifting the focus to more flexible methods of delivery and perhaps this needs further clarification.

More worryingly people highlighted that they simply do not have the time to attend learning and development activities even if they think they need it.

It was encouraging to hear that you have a Modern Apprenticeship Programme and as already alluded to you may be interested in the new Investors in Young People Award.

Potential Action:

### **Succession Planning**

To develop the workforce of the future the output of your PRD discussions should flow into a Succession Plan whereby you:

- I. analyse the skills of those across the organisation – individual strengths and particular areas of interest/ expertise,
- II. identify key roles and skill requirements and
- III. Identify successors in key roles or potential vacancies.

You may wish to look at the introduction of a Talent Matrix to plot where people are currently at and where is your potential for the future. Thinking about future capabilities could aid succession planning and ensure that there are effective mechanisms for people to plan and develop their careers particular during times of change.

The performance and potential matrix, commonly referred to as “the nine box”, is a simple yet effective tool used to assess talent in organisations. It assesses individuals on two dimensions – their past performance and their future potential.

### **Mentoring**

You may wish to consider developing/refocusing the mentoring programme on the development of key individuals (i.e. those identified as future potential in the succession plan).

The best mentoring is ‘person focused’, less of a formalised professional relationship and more of a partnership - a friendship between two people working in a similar field or organisation. Mentoring is about becoming more self-aware, the individual taking responsibility for their career and directing it. You are an experienced leadership/ senior management team and key individuals would benefit from having you as mentors. An effective mentoring programme can add value to an organisation as it:

- I. Is an effective way of helping people to progress in their careers.
- II. Helps with succession planning.
- III. Encourages knowledge sharing
- IV. Provides a different environment for discussion and the opportunity to develop a wider network - a cross service network.
- V. Provides advice, guidance and encouragement. The individual learns for themselves rather than being taught by the mentor.
- VI. Helps with the transition from one level to the next.

### **Continuous Improvement**

- I. Continue to communicate the actions taken as a result of IIP, HGIOC and your Engagement Survey. Don’t take actions purely to meet criteria, do them because they make sense!

We would like to express our thanks to Adrian Hynd who worked so hard in co-ordinating the Assessment activity. We would also like to express our thanks to all of the people who participated in this activity for their time, co-operation and openness during their discussions. We would suggest that this report is made available for all to see.

Anne Owens: Lead Specialist  
Michelle Sutton/Joanne Thomas: Team Specialists  
Investors in People Scotland  
Date: 9 June 2014

## Appendix 1

|   |                                   |   |                          |  |  |
|---|-----------------------------------|---|--------------------------|--|--|
| ✓ | <b>Evidence Requirement Met</b>   | Δ | <b>Not Meeting Fully</b> |  | <b>Evidence Requirement Not Assessed</b> |
| D | <b>Met but Strength in Future</b> | x | <b>Not Met</b>           |  |  |

| <b>Business Strategy (indicator 1)</b>   |               |  |   |
|--|---------------|--|---|
| <i>A strategy for improving the performance of the organisation is clearly defined and understood.</i>                                 |               |  |   |
| <b>The Standard</b>  | 1             | Top managers make sure the organisation has a clear purpose and vision supported by a strategy for improving its performance   | D |
|  | 2             | Top managers make sure the organisation has a business plan with measurable performance objectives   | ✓ |
|  | 3             | Top managers make sure there are constructive relationships with representative groups (where they exist) and the groups are consulted when developing the organisation's business plan  | ✓ |
|  | 4             | Managers can describe how they involve people when developing the organisations business plan and when agreeing team and individual objectives   | D |
|  | 5             | People who are members of representative groups can confirm that top managers make sure there are constructive relationships with the groups and they are consulted when developing the organisation's business plan   | D |
|  | 6             | People can explain the objectives of their team and the organisation at a level that is appropriate to their role, and can describe how they are expected to contribute to developing and achieving them   | D |
| <b>Your Choice</b>   | 8<br>14<br>20 | The Strategy is developed through involvement of managers, people, stakeholders and other sources  | D |
| <b>Learning and Development Strategy (Indicator 2)</b>   |               |  |   |
| <i>Learning and development is planned to achieve the organisation's objectives.</i>   |               |  |   |
| <b>The Standard</b>  | 1             | Top Managers can explain the organisation's learning and development needs, the plans and resources in place to meet them, how these link to achieving specific objectives and how the impact will be evaluated  | D |
|  | 2             | Managers can explain team learning and development needs, the activities planned to meet them, how these link to achieving specific team objectives and how the impact will be evaluated   | ✓ |
|  | 3             | People can describe how they are involved in identifying their learning and development needs and the activities planned to meet them  | D |
|  | 4             | People can explain what their learning and development activities should achieve for them, their team and the organisation   | D |
| <b>People Management Strategy (Indicator 3)</b>  |               |  |   |
| <i>Strategies for managing people are designed to promote equality of opportunity in the development of the organisation's people.</i> |               |  |   |
| <b>The Standard</b>  | 1             | Top Managers can describe strategies they have in place to create an environment where everyone is encouraged to contribute ideas to improve their own and other people's performance  | ✓ |
|  | 2             | Top Managers recognise the different needs of people and can describe strategies they have in place to make sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for people to learn and develop which will improve the performance | ✓ |



|   |                |  |   |
|---|----------------|--|---|
|   | 3              | Managers recognise the different needs of people and can describe how they make sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for people to learn and develop which will improve their performance | ✓ |
|   | 4              | People believe Managers are genuinely committed to making sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for them to learn and develop which will improve their performance                         | D |
|   | 5              | People can give examples of how they have been encouraged to contribute ideas to improve their own and other people's performance  | ✓ |
| <b>Your Choice</b>  | 10<br>18<br>26 | People are given the opportunity to make the most of their talents   | Δ |
| <b>Leadership and Management Strategy (Indicator 4)</b><br><i>The capabilities Managers need to lead, manage and develop people effectively are clearly defined and understood.</i> |                |  |   |
| <b>The Standard</b>   | 1              | Top Managers can describe the knowledge, skills and behaviours Managers need to lead, manage and develop people effectively and the plans they have in place to make sure Managers have these capabilities   | D |
|   | 2              | Managers can describe the knowledge, skills and behaviours they need to lead, manage and develop people effectively.   | D |
|   | 3              | People can describe what their manager should be doing to lead, manage and develop them effectively  | D |
| <b>Management Effectiveness (Indicator 5)</b><br><i>Managers are effective in leading, managing and developing people.</i>  |                |  |   |
| <b>The Standard</b>   | 1              | Managers can explain how they are effective in leading, managing and developing people   | D |
|   | 2              | Managers can give examples of how they give people constructive feedback on their performance regularly and when appropriate   | D |
|   | 3              | People can explain how their Managers are effective in leading, managing and developing them   | D |
|   | 4              | People can give examples of how they receive constructive feedback on their performance regularly and when appropriate   | D |
| <b>Your Choice</b>  | 8<br>12<br>19  | Coaching is part of the culture  | Δ |
| <b>Recognition and Reward (Indicator 6)</b><br><i>People's contribution to the organisation is recognised and valued.</i>   |                |  |   |
| <b>The Standard</b>   | 1              | Managers can give examples of how they recognise and value people's individual contribution to the organisation  | ✓ |
|   | 2              | People can describe how they contribute to the organisation and believe they make a positive difference to its performance   | ✓ |
|   | 3              | People can describe how their contribution to the organisation is recognised and valued  | D |
| <b>Involvement and Empowerment (Indicator 7)</b><br><i>People are encouraged to take ownership and responsibility by being involved in decision-making.</i>                         |                |  |   |
| <b>The Standard</b>   | 1              | Managers can describe how they promote a sense of ownership and responsibility by encouraging people to be involved in decision-making, both individually and through representative groups, where they exist  | ✓ |
|   | 2              | People can describe how they are encouraged to be involved in decision-making that affects the performance of individuals, teams and the organisation, at a level that is appropriate to their role  | D |
|   | 3              | People can describe how they are encouraged to take ownership and  | D |

|   |                |   |   |
|---|----------------|---|---|
|   |                | responsibility for decisions that affect the performance of individuals, teams and the organisation, at a level that is appropriate to their role                                 |   |
| <b>Your Choice</b>  | 5              | Internal communication systems are effective  | ✓ |
| <b>Learning and Development (Indicator 8)</b><br><i>People learn and develop effectively.</i>   |                |   |   |
| <b>The Standard</b>   | 1              | Managers can describe how they make sure people's learning and development needs are met  | ✓ |
|   | 2              | People can describe how their learning and development needs have been met, what they have learnt and how they have applied this in their role                                    | D |
|   | 3              | People who are new to the organisation, and those new to a role, can describe how their induction has helped them to perform effectively  | D |
| <b>Your Choice</b>  | 7<br>20        | Mentoring Opportunities are available   | Δ |
| <b>Performance Measurement (Indicator 9)</b><br><i>Investment in people improves the performance of the organisation.</i>             |                |   |   |
| <b>The Standard</b>   | 1              | Top Managers can describe the organisation's overall investment of time, money and resources in learning and development  | D |
|   | 2              | Top Managers can explain, and quantify where appropriate, how learning and development has improved the performance of the organisation   | D |
|   | 3              | Top Managers can describe how the evaluation of their investment in people is used to develop their strategy for improving the performance of the organisation                    | D |
|   | 4              | Managers can give examples of how learning and development has improved the performance of their team and the organisation  | ✓ |
|   | 5              | People can give examples of how learning and development has improved their performance, the performance of their team and that of the organisation                               | ✓ |
| <b>Continuous Improvement (Indicator 10)</b><br><i>Improvements and continually made to the way people are managed and developed.</i> |                |   |   |
| <b>The Standard</b>   | 1              | Top Managers can give examples of how the evaluation of their investment in people has resulted in improvements in the organisation's strategy for managing and developing people | D |
|   | 2              | Managers can give examples of improvements they have made to the way they manage and develop people   | ✓ |
|   | 3              | People can give examples of improvements that have been made to the way the organisation manages and develops its people  | ✓ |
| <b>Your Choice</b>  | 5              | Information from external reviews used to improve strategies for managing and developing people   | D |
|   | 10<br>12<br>14 | People involved in identifying improvements to the way they are managed and developed   | D |