

From : Director of Personnel & Development
To : Personnel Committee – 12 September 2007
Subject : Investors in People
Classification: **Unrestricted**

SUMMARY: This report updates Personnel Committee on KCC's successful re-assessment against the new liP standard and outlines the action plans which have been put in place to ensure continuous improvement.

1. **Background**

- 1.1 On 16 July 2007 Cabinet received a presentation from the external liP assessor, Kevin Newman, on KCC's successful re-assessment against the new liP standard. A follow-up report for Personnel Committee was requested outlining the actions being taken to improve further against the new standard.
- 1.2 The Investors in People Standard provides a framework that helps organisations to improve performance and realise objectives through the effective management and development of their people. The standard consists of 10 indicators which cover 3 themes:
 - **Plan** – Developing strategies to improve the performance of the organisation
 - **Do** – Taking action to improve the performance of the organisation
 - **Review** – Evaluating the impact on the performance of the organisation
- 1.3 KCC's re-assessment took place in November and December 2006. This was our fourth assessment against the liP standard, and the first against the revised, more rigorous version of the standard.
- 1.4 Twenty-nine units across KCC were reviewed as part of the re-assessment. These represented a cross-section of KCC – a combination of smaller and larger units, front-line and back-office, based at HQ and county-wide. Around 300 people were interviewed by our Internal Reviewers, and around 30 senior people were interviewed by our external Managing Assessor.
- 1.5 Reports were developed for all directorates outlining areas of good practice, areas of development and evidence against each of the 10 indicators of the liP standard. Based upon this evidence, the Managing Assessor awarded KCC liP re-accreditation.

2. Overall Strengths and Development Areas

Strengths
<p>Planning and staff involvement Strong focus on business planning and vision both for the Directorates and KCC, which is generally communicated well to staff. Business Planning is an inclusive process which means people understand the business activity of their service and the contribution they make.</p>
<p>Performance Management Framework Strong evidence of a performance management culture, with appraisal action and development planning embedded in most cases and supervision systems operating where appropriate. In some units this has been implemented relatively recently, and has had a noticeable positive impact on morale and support to staff by managers.</p>
<p>Can-do culture Overall it was found that people take great pride in the organisation and are committed to going 'the extra mile' to provide services and help customers.</p>
<p>People say they feel valued KCC is particularly good at going out of its way to recognise people through a myriad of different methods. Managers all gave excellent examples of how they recognised and valued staff contribution, and this was confirmed by staff interviewed. Actions mentioned included total contribution pay, cash rewards, non cash rewards, boxes of chocolates, bunches of flowers, away days, social events and personal thank-you's.</p>
<p>Ways2Success is a major move forward for the Council As a framework defining the behaviours expected of staff and managers, Ways2Success is seen to be a useful tool which is widely known and used throughout KCC.</p>
<p>Learning and development is strong with a vast array of options available Throughout KCC there was a good awareness of the different methods through which learning and development needs were being met, including formal courses, work-shadowing, learning lunches, bridging sessions (where groups of staff from different parts of a Directorate meet together in an information exchange), coaching and mentoring.</p>

Development Areas

Significant area for development in evaluation of our investment in people

The following indicators are linked in the Plan – Do – Review Cycle

- 2 – Learning and development is planned to achieve the organisation's objectives
- 8 – People learn and develop effectively
- 9 – Investment in people improves the performance of the organisation
- 10 - Improvements are continually made to the way people are managed and developed

As an organisation the 'Do' element is strong, but serious work needs to be put in to Indicators 2, 9 & 10 (Plan and Review) in order to ensure evaluation takes place effectively.

- Indicator 2 – When putting learning into place for a team / individual, we must decide how the impact will be evaluated – this needs to be a proactive activity
- Indicator 9 - A very large resource of money, time and management support goes into learning and development. – we need to know the amount of investment being put in at a unit / division / directorate level, and the impact it is having
- Indicator 10 – Learn from evaluation and the outcomes of learning. Continuously improve because of evaluation

Management effectiveness and communication

Whilst the assessor found overall that communication, 1 to 1's, the appraisal system and broader communication is strong, inevitably some parts of the Council are not as strong as others. Also, workplace induction whilst strong overall, is being applied inconsistently in some areas. The benefit of internal review is that these areas have had direct feedback from the Internal Reviewers.

Planning for learning and development

Learning and development plans need to be formalised for all departments – the theme of a lack of this in some areas is a consistent message delivered by the internal reviewers. Again, a major benefit of internal review is the direct feedback that these areas have had from their Internal Reviewers.

3. What to do before our next review

3.1 The external Managing Assessor has identified the following suggestions, which are being addressed through the corporate and directorate action plans:

- Develop and learn from your evaluative processes across KCC
- Identify what you have spent on learning and development activity – what did you get in return?

- If learning and development activity worked, celebrate it; if it didn't, challenge and change it
- Communication and induction are inconsistently delivered across KCC, work on getting these right. There is a group looking at communication at a corporate level, which has P&D representation
- Formalise learning and development plans for all areas of KCC
- Use Internal review and Profile review to continue to develop best practice in KCC.

4. Overall Actions

- 4.1 KCC's liP Development Group has pulled together a corporate action plan in relation to the areas for development identified in the re-assessment.
- 4.2 Most directorates have liP or Continuous Improvement Groups which have responsibility for developing directorate action plans. These link in to the Corporate Action plan.
- KASS – action plan signed off at SMT on 30 March
 - E&R - action plan signed off at DST on 13 June
 - CFE – action plan signed off at SMT on 8 May
 - CMY – divisions have action plans devised in preparation for re-assessment, which are being updated in light of the development areas identified
 - CED – a number of departments have individual action plans

5. Actions relating to development areas identified

5.1 Planning and Evaluation

5.1.1 Corporate Actions:

The Corporate action plan is shown at Appendix A. Two actions in the corporate action plan relate specifically to planning and evaluation:

- Develop an effective L&D planning and evaluation process
- Implement an effective L&D planning and evaluation process and culture, whereby all key stakeholders regularly measure the benefits of L&D on business results

KCC has a draft evaluation strategy, and an evaluation group has been formed, consisting of cross-directorate representatives, who will report in to the liP group. This group is looking at best practice internally and externally, and will be responsible for pulling together the tools and processes to enable KCC to implement these actions. Initial recommendations include:

- Linking learning and development planning into the Business Planning process. Including a section on 'workforce development' within the business planning process will compel managers to include the planning and review of Learning and Development as part of the well-embedded process of planning and reviewing their

progress against business objectives. This will enable it to become part of the culture rather than a bureaucratic add-on, and enable us to demonstrate added value and impact on business improvement.

- The introduction of a tool to enable us to evaluate return on investment against a number of key themes of development. This can also be used within directorates for evaluating the impact of the introduction of business development initiatives (e.g: the introduction of new computer systems) and the impact of development relating to these.
- The production of 'An easy guide to evaluation' for managers, to simplify evaluation and provide them with the necessary tools.
- A site on KNet to share best practice and case studies on how to evaluate effectively.

5.1.2 Directorate Actions:

Directorate and divisional plans include actions related to planning and evaluation, which link in to the work being undertaken corporately.

Kent Adult Social Services' Action plan (Appendix B) contains actions to:

- Provide support to managers to carry out local monitoring and evaluation against business and learning and development plans
- Carry out thematic monitoring and evaluation against Directorate key/priority learning and development targets

CFE's action plan (Appendix C) contains actions to:

- Produce a template Learning and Development Plan for consistent use within each division
- Create a directorate L&D plan
- Produce guidance note for managers on evaluating impact of L&D on the service
- Implement an evaluation process for CFE plan, including reference to Children and Young Persons Plan and other Business Plans

Environment & Regeneration's plan (Appendix D) includes actions to:

- Group and Cross Directorate L & D plans to identify measures of success
- Work with IS/Corporate Learning & Development to develop Training Database for use throughout Directorate
- Evaluation to become part of the appraisal cycle by past PDPs being submitted to the Learning & Development Panel with evaluations when collecting new PDPs

Within Communities:

- Each service unit has its own L&D plan which is evaluated and approved by the management team. The individual plans are pulled together to produce a Directorate L&D plan which is agreed by the Directorate L&D Board
- The Directorate is awaiting the outcomes from the evaluation group

and will adopt their recommendations

Evaluation is taking place in the directorates, but it tends to be informal. Examples of good practice on planning and evaluation were found in the reviews. These included:

- Some units in CFE were able to link evaluation of the impact of learning and development to measurement against national and local targets. For example in Schools Advisory Service last year, the investment in a programme for Advisors ultimately led to no schools in special measures for a considerable period of time during 2006
- Adult Education were able to describe how investment has raised the standards of teaching and learning in languages, and improved performance as indicated by improved retention rates and reduction of student complaints
- Environment & Regeneration has a Directorate Learning & Development Plan which details the Directorate priorities, the learning and development activities that will take place, the objectives and the expected outcomes. The outcome / evaluation is then gathered over the year
- In Employee Services improvements include a formal monitoring and evaluation system being used by payroll staff and managers which has been cascaded across the whole unit during integration of the functions, introducing the necessary formality to the process
- Kent Adult Social Services have a Continuous Improvement Group which reviews evaluation of learning and development and uses it to tailor the training guidelines and make any decisions about improving development processes

5.2 Management effectiveness and communication

5.2.1 Corporate actions:

KCC is introducing an Induction toolkit for new managers, to help provide them with the knowledge, skills and behaviours to become effective, confident and competent as quickly as possible. This is aimed both at managers new to KCC, and those newly promoted to management roles, and will promote consistency in management effectiveness.

KCC Learning and Development have a wide range of leadership and management development programmes to cover all levels of managers. These are specifically designed to ensure that all managers have the skills and knowledge to manage effectively, and promote a consistent approach to management across KCC. Directorates are encouraged to promote take-up with managers in their directorates.

5.2.2 Directorate actions:

These areas were highlighted specifically in the CFE directorate report and are addressed in the Directorate action plan in the following ways:

- Presentations to Directorate SMTs on what is expected of all managers and the tools will assist them i.e Ways2Success, how to make W2S work and New Induction for Managers programmes
- Workshops for staff on Ways2Success including Managing4Success
- Managers to be given reminder of Managing4Success standards for their own PDPs
- Encourage use of 360° assessment and other feedback / monitoring
- Review directorate and local induction provision
- Share Induction best practice

Kent Adult Social Services have agreed actions relating to:

- Further developing management capability to lead, manage and develop staff effectively, with particular reference to managing the Appraisal process
- Further embedding consistent Induction policy and standards ensuring effectiveness is evaluated

Environment & Regeneration's draft plan has actions to:

- Continue to review Management Guidelines
- Provide further opportunities for managers to network and share knowledge and skills across the divisions
- Cascade Senior Management Team development to other line managers
- Encourage take up of first line, middle and senior management courses and monitor take-up

Within Communities:

- The Directorate Management Team has identified 'management training' as one of its 3 priorities for 2007/08. To identify skills gaps DMT has agreed the corporate management Development Needs Analysis will be used for all managers across the Directorate
- A Directorate Induction Day has been commissioned and delivered by the L&D Team to ensure consistency

5.3 Internal Review / Profile

5.3.1 Internal Review 'health checks', carried out by our team of internal reviewers, take place yearly with the next round scheduled for October 2007. Between 2-4 units in each directorate will be reviewed, with internal reviewers reporting on strengths, development areas and progress made.

5.3.2 10 internal reviewers are currently being trained to review against the Profile standard. Profile is a more in-depth version of the liP standard which enables us to identify further ways of raising our performance to an even higher level. Directorates are identifying one unit each to be reviewed against two of the Profile themes – Business Strategy and People Management Strategy. Again, these reviews will take place in October 2007.

6. Conclusion

6.1 Personnel Committee is asked to:

- Recognise the achievement of our staff and managers in gaining accreditation to the new liP standard
- Note the development actions planned
- Agree that an update will be provided after the next internal health-check.

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Investors in People - Corporate Action Plan

What needs to be done?	Method?	Who?	When?	Results/evaluation?
<ul style="list-style-type: none"> Each Directorate/unit needs to develop an action plan in response to the Internal Review report. This action plan needs to include how the Directorate/unit plans to proceed with Profile. 	IIP co-ordinator to draft action plan	SMT facilitated by the IR/IIP co-ordinator	31/10/07	
<ul style="list-style-type: none"> A strategy needs to be developed for KCC as a whole, as to the best approach to adopt Profile. 	IIP Development group to act as a Steering Group	Nicki Ronchetti & Coral Ingleton	30/6/07	
<ul style="list-style-type: none"> Raising the profile and maintaining momentum of IIP with the leadership team. 	<ol style="list-style-type: none"> Managing Assessor to present findings to Cabinet L&D team to keep IIP on CE agenda IIP session at next leadership seminar 	Kevin Newman Coral Ingleton	16/7/07 Ongoing	
<ul style="list-style-type: none"> Develop an effective L&D planning and evaluation process. 	Cross-directorate working group to look at best practice, develop tools and guidance for managers	Evaluation working group	30/9/07	
<ul style="list-style-type: none"> Implement an effective L&D planning and evaluation process and culture, whereby all key stakeholders regularly measure the benefits of L&D on business results. 	Implement as above	As above	30/9/07	
<ul style="list-style-type: none"> Improve consistency of management effectiveness 	<ol style="list-style-type: none"> Launch Induction Toolkit for new Managers Promote L&D Management Programmes within Directorates 	Nicki Ronchetti and Coral Ingleton Peggy Lawlor and Coral Ingleton	1/9/07 Ongoing	
<ul style="list-style-type: none"> KCC to become an IIPUK Champion. 	<ol style="list-style-type: none"> Complete application process Involve all stakeholders & IIP Development Group 	Nicki Ronchetti and Coral Ingleton	Nov 07	

KENT ADULT SOCIAL SERVICES DIRECTORATE

liP Continuous Improvement Action Plan 2007/08

APPENDIX B

Priority	Action(s) Required	Time-scale for Achievement	Lead Person(s)	Review
Implement systematic and consistent monitoring and evaluation processes against the overall investment of time, money and resources in learning and development, in line with KCC wide evaluation strategy.	<ul style="list-style-type: none"> Launch post learning activity re-action form. Develop local/service specific learning and development plans. Provide support to managers to carry out local monitoring and evaluation against business and learning and development plans. Carry out thematic monitoring and evaluation against Directorate key/priority learning and development targets. 	<p>January 2007</p> <p>April 2007</p> <p>September 2007</p> <p>On-going throughout 2007/08.</p>	<p>Sharon Herbert</p> <p>Learning Resource Team (ALRT)</p> <p>ALRT, Mags Harrison</p> <p>Mags Harrison, ALRT</p>	Actioned
Further embed consistent Induction policy and standards ensuring effectiveness is evaluated.	<ul style="list-style-type: none"> Review current Induction policy and standards. Re-launch Induction policy and standards. Continue monitoring against Induction practices and producing regular evaluation reports. Develop and embed KCC Induction standards for managers. 	<p>May 2007</p> <p>July 2007</p> <p>On-going throughout 2007/08.</p> <p>Launch April 2007.</p>	<p>Members of CIGs</p> <p>Mags Harrison, ALRT</p> <p>Mags Harrison</p> <p>Mags Harrison, ALRT and Corporate Group.</p>	
Develop inclusive consultation processes for Business Planning.	<ul style="list-style-type: none"> Support managers to understand the role of the Trades Unions in Business Planning Processes. 	February to April 2007.	Margaret Howard	Actioned
Improve learning and development opportunities for Administrative staff.	<ul style="list-style-type: none"> Audit Supervision and Appraisal processes in place for Administrative staff. Audit learning and development plans to ensure Administrative staff are accommodated and meets business needs. Run development forums for Administrative staff. 	<p>June 2007</p> <p>June 2007</p> <p>On-going throughout 07/08</p>	<p>Mags Harrison</p> <p>ALRT</p> <p>ALRT</p>	
Further develop management capability to lead, manage and develop staff effectively, with particular reference to managing the Appraisal process.	<ul style="list-style-type: none"> Support managers to operate to Skills For Care and Managing for Success standards. Audit against new KCC Induction standards for new managers and notify ALRT. Audit sample number of Personal Action Plans to promote use of Managing For Success targets. Support managers to carry out effective Appraisal/TCP processes. 	<p>On-going throughout 07/08</p> <p>Launch April 2007</p> <p>June 2007</p> <p>On-going throughout 2007/08</p>	<p>ALRT</p> <p>Appointing Managers, Mags Harrison</p> <p>Mags Harrison</p> <p>Personnel, ALRT, Mags Harrison.</p>	
Support Kent Adult Social Services Prepare for liP profile.	<ul style="list-style-type: none"> Define and implement areas of liP Standard at Profile level. 	By end of 2007/08.	Mags Harrison	

Mags Harrison, Continuous Improvement Manager, 30 March 2007.

CFE – Investors in People Action Plan 2007/08

	<u>Action Required</u>	<u>Date</u>
1.	<u>Learning and Development Plans</u>	
	a) For Units/Divisions	Templates for consistent approach. Development and communication of plans.
	b) For CFE	Plans to create one strategic plan.
2.	<u>Evaluation of Learning and Development</u>	
	a) For Units/Divisions	Guidance note and forms for managers, including impact on Services.
	b) For CFE	Evaluation process for CFE plan including reference to CYPP, and other Business Plans
3.	<u>Resourcing</u>	
		Budget top-slicing for Directorate priorities to be decided.
		Communication of whole budget allocation.
		Evaluation of use of budget.
4.	<u>Induction</u>	
	a) Staff	Review Directorate and local provision.
		Best practice to be shared.
	b) Managers	Review provision on financial accountability and personnel procedures

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| 5. | <u>Management Development</u> | | |
| | a) KCC Management Standards | Workshops for staff on Ways 2 Success incl. Managing for Success. | Dec 07 |
| | | Managers to be given reminder of Managing for success standards for their own PDPs. | Apr 07 |
| | b) Development process for managers. | Encourage use of 360 assessment, and other feedback/monitoring. | Apr 07 |
| | c) Supporting diversity | Workshops to include best practice on this especially for BME staff and staff with Disabilities | Mar 08 |
| 6. | Reward/Recognition | Training for managers on use of cash/non-cash awards alongside TCP. | Mar 08 |

ENVIRONMENT AND REGENERATION

INVESTORS IN PEOPLE 2007/08 – ACTION PLAN

In preparation for the external assessment in November 2006, the Directorate IiP Development Group (Business Development Managers, Robert Hardy and Christine Hutchins) met in October 2005. Divisional action plans were drafted to address areas for development and a Directorate Action Plan identified common development areas. BDMs worked hard with senior management teams and staff to address these areas for development. The list of achievements to date is included as **Annex 1**.

Three groups from E&R were chosen for assessment in 2006: Kent Highway Services – West Kent division (KHS); Strategy & Planning (S&P); Waste Management (WM).

Following this, Katie (Directorate Workforce Development Officer) and Christine attended team meetings in these groups and asked staff to complete IiP checklists to identify strengths and areas for improvement. Analysis of these checklists showed a good understanding of learning and development, and how this links to business plan objectives. The largest area for concern was evaluation.

KCC were assessed in December 2006. E&R as a Directorate passed all indicators, with several areas of good practice, for example:

- **Detailed business plan and vision, reviewed regularly, with strong procedures to link central government and KCC strategy to unit and team objectives**
- **Directorate L&D Board with representatives from all divisions plays a key role in planning and evaluating investment in staff and value for money**
- **Divisional representatives manage central co-ordination of appraisals and L&D requests to ensure value for money and consistency**
- **Excellent examples of directorate-wide initiatives to make staff feel valued and involved.**

Two indicators around evaluation were not fully met by KHS. The report does, however, note that the restructure within KHS had a significant impact on the division's ability to meet these two indicators. Additionally, there were areas for development for each group.

Pete Raine and Robert Hardy have congratulated staff whilst stressing how important it is for E&R to make further improvements. In particular it is important to take time to reflect on personal development and evaluate its benefit, both personally and to teams. The Action Plan has been updated to incorporate further improvement actions following results from the assessment (**2007/08 IiP Action Plan**).

Targets for E&R IiP Development Group	By
Communicate 2007/08 Action Plan to senior management teams	All/May 2007
To meet quarterly for progress on actions and outcomes on 2007/08 Action Plan	All/from June 2007
To communicate areas of good practice across the Directorate to ensure continuity	All/ongoing
To work with managers in strengthening development areas	All/ongoing
To work with Learning and Development Board in promoting relevant development opportunities	Christine/ongoing
Attend Corporate IiP Development Group meetings and update Group on internal health checks and use of Profile	Christine/Katie

2007/08 IiP Action Plan

No:	Indicator	Ongoing Best Practice Actions	Desired Outcome	Lead/ Timescale
1	A strategy for improving the performance of the organisation is clearly defined and understood	<ul style="list-style-type: none"> • Promote corporate vision (Vision for Kent and Towards 2010) by ensuring managers understand their purpose and can disseminate to their staff effectively. • Ensure staff are involved in setting business plan priorities. • Reflect individual's responsibilities in the business plan. • Managers should ensure performance objectives in Business Plan are measurable. • More formal monitoring and reporting of progress against business plan including updating to take account of fluid nature of jobs. 	<ul style="list-style-type: none"> • Ensure all staff are aware. • All staff's responsibilities reflected (possibly cascade into a team plan). • Demonstration of a strategy and commitment to continued performance improvement. 	<p>Divisional Directors/ongoing.</p> <p>Directors, Managers/ Jan-April initially then mid term reviews</p> <p>Divisional Directors during business plan process</p> <p>Leadership, SMT/Bi-annually.</p>
2	Learning and development is planned to achieve the organisation's objectives	<ul style="list-style-type: none"> • L&D Priorities to be set at the same time as the business plan is finalised. • Ensure PDPs link to divisional objectives and include informal as well as formal training. • Learning and Development plan to be evaluated against Division's and KCC's objectives. <p>Further Improvement Actions</p> <ul style="list-style-type: none"> • S&P - Clearer linking of development opportunity for administration staff to job priorities, to ensure relevancy to business need. • KHS - Ensure that all staff are included in the appraisal/development process, (including temporary and fixed-term staff with KCC contracts), as appropriate.- 	<ul style="list-style-type: none"> • Learning and Development is targeted to achieving Division's objectives. • All Business Plans to link to L&D Plans by cross-referencing and by including electronic links on Knet. <p>Temporary and fixed term staff throughout Directorate are able to confirm they have had an appropriate induction.</p>	<p>Managers, L&D Panel/ Jan-April initially then mid term reviews.</p> <p>L&D Panels/ BDMs/Christine.</p> <p>Managers/Mid term appraisal.</p> <p>Managers/Mid term appraisal.</p>

No:	Indicator	Ongoing Best Practice Actions	Desired Result	Lead/ Timescale
3	Strategies for managing people are designed to promote equality of opportunity in the development of the organisation's people.	<ul style="list-style-type: none"> • Encourage regular 1 to 1s and team meetings outside the normal appraisal process. <p>Further Improvement Actions</p> <ul style="list-style-type: none"> • S&P - Within individual teams there appears to be consistency of training, however when reviewing the Unit as a whole, there is some perception that job status affects development opportunity, which may impact on morale. • WM - Not all offices were able to access Knet, where learning and development opportunities tend to be advertised, which may hinder fair access to training needs. 	<p>Regular one to ones.</p> <p>Needs investigation as E&R evidence suggests development opportunities are available for all levels of staff.</p> <p>All staff receive details of opportunities through other means.</p>	<p>Managers & staff/ongoing.</p> <p>Rob Smith /Christine/April 2007</p> <p>Esther Larner/ongoing.</p>
4	The capabilities managers need to lead, manage and develop people effectively are clearly defined and understood	<ul style="list-style-type: none"> • Continue to review Management Guidelines. • Provide further opportunities for managers to network and share knowledge and skills across the divisions. • Cascade Senior Management Team development to other line managers. • Encourage take up of first line, middle and senior management courses and monitor. <p>Further Improvement Actions</p> <ul style="list-style-type: none"> • New managers to complete Development Needs Analysis* with Line Manager as part of New Manager Induction Programme. • A measurable target to be included on all appraiser action plans on what is expected of them in terms of appraisals and one to ones. 	<p>Ensure all staff and managers are aware of Guidelines.</p> <p>Use Skills Audit to highlight skills gaps and encourage networking groups.</p> <p>All new managers are fully supported in their development needs.</p>	<p>Katie, Managers/ongoing. Katie, DST/May 2007</p> <p>SMT/ongoing.</p> <p>L&D Board/September 2007.</p> <p>Katie, Managers/June 2007.</p> <p>Managers/Mid Term appraisal.</p>

* To be introduced throughout KCC June 2007.

No:	Indicator	Ongoing Best Practice Actions	Desired Result	Lead/ Timescale
5	Managers are effective in leading, managing and developing people	<ul style="list-style-type: none"> • Encourage use and implementation of 360° feedback for senior managers. • Managers encouraged to develop their skills through attendance at leadership seminars and training events. <p>Further Improvement Actions</p> <ul style="list-style-type: none"> • All - Managers to be offered training in giving constructive/appropriate feedback 	<p>Build on systems already in place.</p> <p>Managers encouraged to attend workshops.</p>	<p>Katie, E&W SMT/Mid Term appraisal. SMT/ongoing.</p> <p>Christine/June 2007.</p>
6	People's contribution to the organisation is recognised and valued	<ul style="list-style-type: none"> • Encourage managers to praise staff and nominate them for cash and non-cash rewards. • Monitor the use of cash and non-cash rewards to gauge consistency across the divisions. • Ensure all new staff are aware of and understand the principles of TCP. <p>Further Improvement Actions</p> <ul style="list-style-type: none"> • Work with Finance to produce a quarterly monitoring report to ensure staff who consistently work well are not forgotten. 	<p>More first line and middle managers aware of cash and non-cash reward scheme.</p>	<p>Robert Hardy to ensure DST cascades details of scheme to all levels of managers/ongoing.</p> <p>All managers/ongoing.</p> <p>Theresa, Kelli, RRR/ September 2007</p>
7	People are encouraged to take ownership and responsibility by being involved in decision-making	<ul style="list-style-type: none"> • Managers to encourage staff to be more pro-active in producing Personal Action and Development Plans. • Ensure staff are made aware of decision levels. • Continue to develop opportunities for discussion and input to decision-making through staff awaydays, lunch time learning events, extended Senior Management meetings and cross working groups. 	<p>Staff are clear about their role in decision making.</p> <p>All staff encouraged to attend events and provide evaluation.</p>	<p>SMT and Line Managers/ongoing.</p>

No:	Indicator	Ongoing Best Practice Actions	Desired Result	Lead/ Timescale
8	People learn and develop effectively	<p>Further Improvement Actions</p> <ul style="list-style-type: none"> • S&P - Directorate two day Induction could be improved by widening the scope, to include an awareness of other Directorates work. • KHS - Managers to ensure temporary staff are given local induction and a place booked on Directorate Induction Sessions if appropriate. 	<ul style="list-style-type: none"> • Include in presentations where possible. • Raise awareness of induction process among line managers and encourage a more pro-active approach for individual induction programmes. 	<p>Christine/October 2007.</p> <p>Simon Maloney/Christine October 2007.</p>
9	Investment in people improves the performance of the organisation	<ul style="list-style-type: none"> • Group and Cross Directorate L & D plans to identify measures of success. • Work with IS/Corp. Learning & Development to develop Training Database for use throughout Directorate. <p>Further Improvement Actions</p> <ul style="list-style-type: none"> • All - Evaluation to become part of the appraisal cycle by past PDPs being submitted to Panel with evaluations when collecting new PDPs. • Use talent management tool as part of appraisal cycle to ensure people with the right skills are able to fill business critical roles. • Team meetings to include a session to review objectives. • KHS - Senior management need to review the investment in and impact of L&D. • KHS - Evaluation of L & D activity and its effect on performance to be emphasised as part of the appraisal process. 	<ul style="list-style-type: none"> • Senior of how learning and development (including informal) has improved performance. • All PDPs have completed evaluation details. • Managers are able to give examples of how talent management is used as a resource to improve performance. • Staff can give examples of improvements. 	<p>Robert Hardy/Christine June 2007</p> <p>L & D Board/DST six-monthly.</p> <p>Katie/Managers/January 2008</p> <p>All staff/ongoing.</p> <p>L & D Panel/SMT/6 monthly.</p> <p>Managers/6 monthly.</p>

No:	Indicator	Ongoing Best Practice Actions	Desired Result	Lead/ Timescale
10	Improvements are continually made to the way people are managed and developed	<ul style="list-style-type: none"> • Identify areas of good management development and ensure it is available across the division. • Managers to develop a more pro-active approach to staff development and involvement. <p>Further Improvement Actions</p> <ul style="list-style-type: none"> • All – Annually update Skills Audit across Directorate. • Work with Corporate iP Development Group to determine how best to approach Profile throughout E&R. • KHS - Evaluation of training undertaken should be carried out at all levels to ensure improvements have been made in the way staff are managed and developed. 	<ul style="list-style-type: none"> • E&R has a clear strategy for management improvement. • Managers use staff feedback to identify areas for improvement. • Managers able to use audit to improve adaptability and flexibility of workforce. • Be aware of Profile* method in preparation for health checks and 2009 assessment. • Examples can be given of improvements that have been made. 	<p>Katie/SMT/ongoing.</p> <p>Katie/Managers/ongoing.</p> <p>Katie, L&D Board</p> <p>Christine/ongoing.</p> <p>SMT/Line Managers/six monthly.</p>

*Allows continual improvement by taking an in depth look at strengths and weaknesses:

- Level 1 represents an organisation meeting the Standard and demonstrating good practice.
- Level 2 represents an organisation exceeding the requirements of the Standard.
- Level 3 represents an organisation significantly exceeding the requirements of the Standard.
- Level 4 represents an organisation demonstrating excellent practice.

During a Profile assessment the Assessor will assign the organisation one of the four levels for each indicator. This will be supplemented by an in depth report allowing the organisation to see areas for improvement and further development.

Initially it is not necessary to carry out a Profile assessment on each indicator. It may be beneficial to identify a weakness, for example evaluation, and use Profile as a means of evidencing improvement.

2006/07 IiP Monitoring Report/Achievements

Standard	2006/07 Action	Desired Result	Outcome	2007/08 Action
2.	<ul style="list-style-type: none"> L&D Priorities to be set at the same time as the business plan is finalised. Learning and Development plan to be evaluated against Division's and KCC's objectives. 	Learning and Development is targeted to achieving Division's objectives.	<ul style="list-style-type: none"> Area of good practice in IiP Assessment Report. 	Result generally achieved, however, how training is effective in meeting targets is a development area for KHS.
3.	<ul style="list-style-type: none"> Equalities Action plan updated and communicated to all staff. Equalities and Diversity training targeted at Managers and staff. Programme of Equality Impact assessments agreed. 	Divisional management can prove that required activity is happening and act to improve where inequity exists.	<ul style="list-style-type: none"> Equalities Plan communicated to all staff via Knet. Number of E&R who have attended KCC Diversity Workshops – 53. All Equalities leads attended Impact Assessment workshop. 	Result achieved.
4.	<ul style="list-style-type: none"> Update Management Guidelines. Mentoring and coaching skills programme launched. 	Managers should be able to describe what they are doing to lead, manage and develop their staff effectively.	<ul style="list-style-type: none"> Management Guidelines produced as part of New Elements of Appraisal. Communicated to staff via Knet. 	Result achieved.
6.	<ul style="list-style-type: none"> People's contribution to the organisation is recognised and valued 	Staff can describe how their contribution is recognised.	<ul style="list-style-type: none"> Area of good practice in IiP Assessment Report. 	Result achieved, however, need to ensure managers at all levels are aware of cash and non-cash awards.
8.	<ul style="list-style-type: none"> System put in place to check all new staff have received induction they need. 	Raise awareness of induction process among line managers and encourage more pro-active approach in preparation of individual induction programmes.	<ul style="list-style-type: none"> Induction surveys sent to new staff indicate good support received during induction process. 	Result achieved, however, need to ensure temporary staff are given appropriate induction.