

**REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN
RESOURCES****WORK-BASED COACHING IN NOTTINGHAMSHIRE COUNTY COUNCIL****Purpose of the Report**

1. To update Members about activities in implement a coaching programme across the Council to support the development of a “Coaching Culture”.

Information and Advice**Background:**

2. Ongoing organisational transformation and the increased complexity and pace of change continues to place demands and challenges on employees throughout the County Council. The Council's leaders and senior managers will therefore require a broad range of tools and techniques to undertake their roles effectively in this context.
3. This has been recognised and responded to through the development and delivery of the Council's in-house Leadership Development Programme; mandatory for all Group Managers and Team Managers (and equivalents).
4. Coaching was identified by participants as a core priority for the next phase of the Leadership Development Programme to support and develop the leadership and management capabilities required going forward.
5. Coaching is one of the key leadership and management tools used by an increasing number of organisations to improve individual and organisational performance to unlock capability by helping managers to get the best from their teams; improving employee motivation and engagement; promoting creativity and innovation and developing high performance workplaces.
6. The development of a coaching culture, embedded through the style of day to day management and leadership practice, will support continued change and the Council's ongoing transformation. Coaching will help employees build self-esteem and self-reliance by empowering and supporting them to resolve problems and engaging them in organisational change. It will enable the development of an improved, more flexible skills base; support personal and professional growth and

help embed build a culture of continuous learning and improvement to improve outcomes for local people.

7. This approach will be reflected in the Council's new Workforce Strategy through a revised Competency Framework and be central to its support and supervision and Employee Performance and Development Review (EPDR), processes.

Work in Progress:

8. Chief Officers have demonstrated their commitment to developing a coaching culture by commissioning:
 - a) An on-going two day **"Manager as Coach" programme** recommended as core development activity for all of the Council's senior managers at Team Manager level and above. To date a total of 137 eligible managers have completed, are undertaking or are booked onto this programme. The aim is to provide understanding of the core principles of developing a workplace coaching culture and how it links with effective leadership and management, with a focus on:
 - Exploring and practicing coaching to support those employees they manage through the EPDR process and Supervision,
 - Understanding the personal contribution of managers to promoting effective two-way communication to encourage engagement in organisational change
 - Improving effectiveness, efficiency, learning and performance outcomes.
 - b) Development of an **in-house Coaching Network** by training and accrediting three cohorts of 10 senior managers to the Institute of Leadership and Management (ILM) Level 5 standard in Coaching and Mentoring. These workplace coaches will be available to provide coaching to individual employees referred by their line manager through the Employee Performance and development review (EPDR) process where access to coaching has been agreed as an integral part of the individual coachee's Learning and Development plan. The formal referral pro-forma will require the individual to set out their anticipated outcome i.e. what they would expect to have changed when their coaching sessions are complete. Similarly the individual's line manager will be asked to set out how they would expect the Coaching to move the employee being coached forward. Training for the Coaches began in July 2015 and it is anticipated that the new network will be launched in January 2016.
9. Co-ordinated and managed through the Workforce and Organisational Development (WOD) team the overall model of Coaching across the Council will be as set out in the **table below**:

I. External coaching (existing)	Provision of external coaching provision for senior managers within the Council in continued partnership with East Midlands Coaching Network (EMCN) by the referral of Chief Officers.
II. Internal coaching Network (new)	Provision of in-house coaching available to all NCC employees linked to an updated Competency Framework

	and Employee Performance Development Review process.
III. Manager as Coach (new)	Support for effective organisational transformation by the development of a “Coaching Culture “and the adoption of a coaching style of management (Manager as Coach).
IV. Ad hoc coaching (existing)	Deployment of all available ILM 5 or above trained Coaches in response to unanticipated individual situations and delivered, dependent on the level of the employee concerned.

Evaluation of Impact

10. It is anticipated that the Coaching programme will grow and develop over time. Effective and meaningful evaluation is critical to the success of this and to maximising the potential of organisational investment by ensuring alignment of individual and organisational objectives.
11. The ultimate aim and outcome of the Council’s commitment to workplace coaching is an improvement in individual and organisational performance. However, even where it is clear that performance has improved since embarking on the new coaching initiative, it will be difficult to distinguish whether the initiative alone has made the difference or whether other crucial influencing factors have contributed to the change. It is therefore intended to consider a range of quantative measures including turnover, absence, recruitment and retention data.
12. Anecdotal evidence is also important for gaining understanding, and for telling the ‘story’ of a coaching intervention and illustrating why coaching, rather than something else, has made the difference. Feedback is therefore pivotal to effective evaluation and on the conclusion of all coaching sessions both referring line managers and coachees will be asked for feedback on the extent to which the specified outcome has been met and the impact of this on individual and organisational performance.
13. These evaluations, in addition to key learning points and themes identified by the coaches, will be used by the Council’s Workforce and Organisational Development team to identify what is and is not working, enabling them to review and refine the approach as necessary.
14. Regular update reports on the Coaching Programme will be submitted to the Corporate Leadership Team which set out the evaluation outcomes, organisational impact assessment (focused on the contribution of coaching to change and transformation), cost /benefit analysis, identified areas for improvement and proposed strategies for further development.
15. This will be linked to existing Key Performance Indicators (KPI’s), relating to attrition (turnover) and days lost to employee sickness as existing measures of

performance and productivity and associated benchmarking with other comparable councils.

16. An update report will also be provided to Members as part of a wider update on the Leadership Development Programme.

Other Options Considered

17. A Coaching Programme has been identified by the Corporate Leadership team and Managers as a critical part of the next phase of the Leadership Development programme. Supporting this with the “Manager as coach” programme will embed coaching behaviours and encourage the wider engagement of employees in organisational change. A number of options were considered in relation to the most effective way of delivering these with a blended approach considered to be most effective at supporting both wider cultural change and specific targeted interventions as part of a wider learning and development strategy.

Reasons for Recommendations

18. The recommendations will enable Elected Members to review the ongoing development and organisational impact of the Council's Coaching programme through regular update reports.

Statutory and Policy Implications

19. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial implications

20. The training of managers undertaking the Manager as Coach programme and those undertaking the in-house ILM Level 5 coaching programme has been funded from the Leadership Development Programme budget.
21. An appropriate procurement process was undertaken to engage a training provider which resulted in the appointment of Loughborough College.

Human Resources Implications

22. These are set out in the body of this report.
23. The trades unions were updated at the Central Joint Consultative and Negotiating Panel meeting on 16th December 2015 and expressed their overall support for the initiative.

Equalities Implications

24. Coaching through the Council's in-house coaching network is available, through management referral, to employees at all levels across the Council where it is an appropriate response to a personal development need identified through the EPDR and supervision process.
25. Coaches have been identified and trained from across all departments and are representative of a range of services and a diversity of "protected characteristics" (as defined by the Equality Act 2010 these are age, gender, ethnic origin, disability, religion and belief and sexual orientation). Where requested and relevant to the topic for coaching every attempt will be made to match the coachee with a coach from an appropriate group.

RECOMMENDATIONS

It is recommended that Elected Members:

1. Note the progress made in introducing the "Manager as Coach" and corporate Coaching Programme across the Council.
2. Agree to receive update reports at a frequency to be determined by Personnel Committee subject to initial review and report 6 months from launch of the Coaching Network.

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For any enquiries about this report please contact:

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Constitutional Comments (SLB 17/12/15)

26. Personnel Committee is the appropriate body to consider the content of this report.

Financial Comments (SES 18/12/15)

27. The financial implications are set out in the report.

Human Resources Comments (CLG 16/12/15)

28. The human resources implications are implicit in the body of the report.

Background Papers

None

Electoral Division(s) and Member(s) Affected

All