

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

1. To provide Members with an initial update, **as at September 2016**, on the progress to date of the workforce development initiatives which underpin the Council's aim to build and promote a "Coaching Culture" across the Council.

Information and Advice**Background**

2. The Council's recently approved Workforce Strategy supports the delivery of its strategic priorities by taking a whole organisational approach to transforming its workforce. Key to this is delivering continuous improvement and culture change.
3. The Council is investing in building a coaching culture through the adoption of a coaching style of management and leadership which, by nurturing and growing talent, maximises individual and organisational performance.
4. In response to this priority the Council's Workforce and Organisation Development (WPOD) team have worked with our provider organisation, Loughborough College, to develop and deliver learning provision to support the development of a whole council coaching infrastructure.
5. The detail of this programme was reported to this committee on 20th January 2016 where it was agreed that progress update reports be submitted at regular intervals.

Progress to date**• Manager as Coach:**

6. To support the embedding of a coaching culture within the Council, an initial roll out of a two day Manager as Coach training programme was integrated into the ongoing Leadership Development Programme and launched in July 2015. For the senior manager tier this forms a core learning element of the refreshed competency based Employee Performance and Development Review (EPDR) process.

7. The programme was completed by **137** of the overall Team and Group Manager cohort in the period up to July 2016. Feedback from participating senior managers has been positive and indicates that they are applying their learning in their management of own staff within their workplace setting, it includes the following comments:

"I am certain the Manager as Coach training will enhance my practice in so many ways and will complement my management skills, including use of SMART objectives alongside the use of 'T-GROW' as a model for coaching".

"This has been a useful course and feel I have tools and knowledge to take back and use in the workplace".

"A really fascinating course providing practical skills for both work and home - excellent. I am going to make a real concerted effort to use these new skills and to change lifelong habits that are counterproductive and can be stressful i.e. being directive".

8. Following assessment and evaluation of this first phase, further courses have been made available from September 2016 to enable those Team and Group Managers who have not yet attended this course to do so. To date a further **23** senior managers have booked on to the next available course.
9. The next phase will focus on the further roll out of the programme to existing, new and aspirant line managers below Team Manager level within the organisational structure. This offer is under development and will be a key part of a wider Manager Development Programme to be launched from September 2016 onwards.

- **In-house Coaching Network:**

10. Building on the Manager as Coach programme, selected members of the leadership cohort have been trained to the Institute of Leadership and Management (ILM) Level 5 in Coaching and Mentoring standard to deliver coaching to NCC employees where this is identified as appropriate to an individual's professional and personal development needs through the EPDR process.
11. A total of **20** senior managers have now completed the ILM level 5 certificate course and the first **9** of those have recently qualified. The final **10** are due to start the programme in September 2016 to meet anticipated demand as coaching becomes embedded as part of the organisational culture. This additional co-hort will also address any reduction in coach capacity through turnover.
12. Since the launch of the network in February 2016, the trained in-house Coaches have delivered formal coaching sessions to **11** employees across all departments and a range of job types and levels. However, this is supported by an increase in informal coaching and coaching approaches through EPDR's, supervision and group and team meetings.
13. Whilst this is a relatively slow start, it is anticipated that by highlighting coaching provision through its inclusion in the revised EPDR process, following the completion

of the annual EPDR “cycle”, there will be an increase in the number of formal coaching referrals from autumn 2016 onwards.

14. Coaching provision has been promoted through each Departmental Leadership Team. In addition coaching provision will be relaunched to NCC employees on the intranet during September 2016, using anonymised case studies of successful coaching interventions and feedback received from coachees to highlight the benefits of coaching to encourage more individuals to request coaching through EPDR and supervision process.
15. Those employees who have completed coaching sessions to date have provided very positive feedback on the outcomes of coaching as a supportive intervention to enable them to achieve their development objectives and support achievement of organisational goals. Feedback has included the following comments:

“I am now better able to respond to and achieve career development opportunities, since being coached I have been successful at interview and have obtained a new post with NCC”

“ Coaching has helped me to think differently... I have done things I would never have done before, things I would never have considered. Things I didn't think possible. I now know how to be successful.”

Recent Developments:

16. Nottinghamshire County Council's Coaching Network has been accepted as a member of the Association for Coaching. Membership of the Association allows the Council to benchmark its coaching approach and provides a number of benefits, including the use of the Association's Code of Ethics and its Continuous Professional Development opportunities for in-house coaches to provide them with ongoing support.
17. Peer support arrangements and regular meetings are in place to further support the continuous development of in-house coaches which offer an opportunity to share learning and issues and suggest additions and improvements to the existing process and approach. Trained coaches are also encouraged to access external learning activity such as that provided through East Midlands Employers coaching network and have access to a dedicated One Space site which is regularly refreshed with learning resources.
18. As reported to Personnel Committee on 21st July 2016, the Council's Coaching Network has been shortlisted for the Chartered Institute of Personnel Development (CIPD) best Coaching and Mentoring Initiative and the announcement for this award will take place on 27th September 2016. The outcome of this will be reported to this Committee on 28th September 2016.

Next Steps

19. As highlighted to this Committee in previous reports it is difficult for any organisation to isolate the specific contribution that coaching, as opposed to other drivers, makes through its “return on people” to organisational improvement. It is too early to clearly evaluate the impact of formal coaching. However as the network develops evaluation will be undertaken to attempt to identify the impact of coaching on organisational transformation through a cost /benefit analysis linked to key performance indicators.
20. In the interim, the Workforce and Organisational Development team continue to collate the anecdotal evidence provided by coachees to gain a qualitative understanding of the difference coaching has made to individuals and to assess whether the desired outcomes expected from participating in coaching activity have been achieved. This enables the team to continuously improve the coaching offer and ensure that it remains focussed on individual and organisational improvement.
21. A further update report will be submitted to Personnel Committee in March 2017.

Reason for Recommendation

22. To update Personnel Committee about the impact to date, uptake and proposed improvements to the County Council’s Coaching Programme.

Statutory and Policy Implications

23. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, sustainability and the environment and ways of working 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

24. All training activity for coaching has been funded through the Leadership Development Programme budget.

Human Resources Implications (CG 28/08/2016)

25. These are contained within the body of the report.

Equality Implications

26. 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.
27. 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).

RECOMMENDATION

It is recommended that Personnel Committee note the progress of the Council's Coaching Programme to date.

Marjorie Toward
Service Director - Customers and Human Resources

For any enquiries about this report please contact: Claire Gollin, Group Manager HR on 0115 9773837 or Claire.gollin@nottsc.gov.uk

Constitutional Comments (KK 08/09/16)

28. The proposal in this report is within the remit of the Personnel Committee

Financial Comments (SES 07/09/16)

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

Background Papers and Published Documents

None

Electoral Division(s) and Member(s) Affected

All