

APPENDIX L

WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 3 FEBRUARY 2009

Title:

IIP ASSESSMENT AND ACTION PLAN

[Portfolio Holder: Cllr D Le Gal]

[Wards Affected: N/A]

Summary and purpose:

To update the Executive that Waverley is once again, a fully recognised IIP organisation and to note the action plan agreed by Corporate Management Team (CMT).

How this report relates to the Council's Corporate Priorities:

Equality and Diversity Implications:

Becoming a fully recognised IIP organisation recognises that as an employer Waverley acts equitably in managing and developing staff.

Resource/Value for Money implications:

There are no financial implications. Becoming a fully recognised IIP organisation is a benefit for Waverley in terms of recruitment and retention and is a reflection of the work that has been undertaken on change management, communications, decentralising budgets to managers and wider involvement of staff in corporate issues.

Legal Implications:

There are no legal implications.

Background

1. Investors in people is a national award that recognises organisations that improve performance and realise objectives through the effective management and development of their people. Waverley first achieved the award in 2004, however, there was a feeling that we had only just managed to meet the standard required. Waverley was reassessed in 2007 and failed to meet the revised standard and was given two years to improve. Our reassessment took place over four days in September 2008, with over 50 staff being interviewed by the assessor.

2. The IIP awarding panel recognised a tremendous amount of work has been done since the last review and everyone at Waverley should be congratulated for this.

Introduction

3. The IIP assessment took place over four days, with over 50 staff being interviewed by the assessor. Staff were selected randomly by the assessor.

Strengths and areas of good practice

4. The assessor has identified the following strengths/areas of good practice and opportunities to improve:-
 - Consistent clarity of purpose throughout the organisation.
 - Delegation, initiative and creativity being encouraged and being in evidence.
 - Managers appreciate the importance of effective leadership, management and development of people, in supporting recruitment and retention objectives.
 - Development of the Heads of Service group, to drive delegation and involvement through the organisation.
 - Induction is carried out well at all levels, including the core courses, ergonomic assessment and health and safety training for new senior managers.
 - A mentoring scheme in partnership with another local Borough Council is currently being piloted. This should be evaluated and promoted for wider use if it is found to be helpful to those involved in the pilot.
 - The Housing service 'Feed the Ducks' training programme was widely described as having been very successful.

Opportunities to Improve

5. Set out below are some opportunities for Waverley to improve further:-

Appraisals - It is important to monitor the timely completion of appraisals and to spot any cases where several are overdue within an area of the organisation. If such cases occur, then top managers need to take urgent action to provide support for the managers to regain control of the situation. Actions HoST to consider process for ensuring compliance with appraisal timetable – new process to be agreed by March 2009.

Job Change Interviews - It may be helpful to carry out exit interviews with people who change jobs within the Council, about their experiences in their previous job. Actions HR team to expand exit interview process - complete.

Trade Union Learning Representative (TULR) - Currently, Waverley does

not have a TULR. It is worth making efforts to assist the Unions in appointing a TULR. Actions AO to assist staffside in encouraging staff to volunteer - complete.

Recognition Strategy - Consideration is being given to the development of a staff recognition strategy and this will tie in with work being undertaken on the Equal Pay audit. . Action AO to draft for consideration by CMT – to be considered by CMT by March 2009.

Further Management Development - The current approaches to leadership and management development are successful. The Council has challenging targets for its development in the future. In achieving this, it is worth starting to consider ways in which the capability for leadership and management may need to develop further. Action AO to consider when planning leadership and management development – on going thread in all development planning.

Work-Life Balance - There is a generally positive attitude to work-life balance. However, there were indications during this review that this is not structured within a strategy that is known and implemented by all managers. Action HR to develop well being strategy to ensure consistent treatment of all employees - to be considered by CMT by April 2009.

Recommendation

It is recommended that

1. the Executive notes that
 - a. Waverley is once again, a fully recognised IIP organisation; and
 - b. the IIP awarding panel recognised a tremendous amount of work has been done since the last review and everyone at Waverley should be congratulated for this; and
2. the action plan agreed by CMT be endorsed.

Background Papers (DCEX)

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

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