

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee
DATE: 24th October 2017
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WARD(S): All

PART 1 FOR INFORMATION

ACTIONS SPEAK LOUDER... PROGRAMME UPDATE

1 Purpose of Report

To provide an update on the *Actions Speak Louder...* mandatory training programme. The Garnett Foundation has been commissioned to co-design and deliver a bespoke Values, Behaviour and Diversity programme for all employees. This is the starting point to embed the corporate values to drive positive cultural behaviour and change and promote greater working relationships and practices. It also comes as a time of leadership re-focus with the Senior Leadership Team restructure.

This programme is aligned with:

We will recruit, retain and develop high quality people who are committed to Slough and supported to do their job – Five Year Plan 2017-21 Enabler; and

Develop a well-trained workforce of staff and managers at all levels, which understand and promote dignity at work to all – One of the council's Equality Objectives.

2 Recommendation(s)/Proposed Action

Committee members are asked to:

- Note this progress and to self-book on a workshop, details of which are available on SBCInsite or, for councillors, in their Members' Bulletin and via calendar invitation. Councillors will be invited to an *Actions Speak Louder...* workshop on Thursday, November 9.
- Raise awareness about the *Actions Speak Louder...* programme with their colleagues to encourage workshop attendance to meet our mandatory training requirements.

3 Supporting Information

In the April 2017 report to this committee, members were advised that the Corporate Management Team (CMT) had approved in principle the delivery of this programme. Such was the importance and relevance of its learning outcomes, CMT agreed it would be included in the Mandatory Training Schedule 2017/18.

Following an extensive procurement process, The Garnett Foundation was chosen as the preferred provider with the aforementioned learning outcomes:

- To drive positive culture and behavioural change;
- To address unacceptable behaviour and language;
- To promote better working relationships and practices leading to better service outcomes;
- To promote an inclusive culture and share the benefits of diversity for all;
- To promote leaders as role models; and
- To stimulate a passion for 'going the extra mile'.

4 **Programme Stages**

Stage 1: Research for co-design (August & September 2017)

To achieve the learning outcomes, the first step for The Garnett Foundation was to understand more fully the Slough Story and to examine our refreshed corporate values to support and inspire employees to 'live' those values every working day.

To do so, three Garnett Foundation representatives have facilitated focus groups over three research days to capture views from SBC employees from across the organisation.

The facilitators have also discussed aspects of the SBC culture with the Council Leader and the Interim Chief Executive.

These discussions have supported the design of scripts for professional actors to portray the reality of life at SBC through drama-based scenarios.

Stage 2: Mandatory workshops for all employees (November 2017 – January 2018)

A series of 35 half-day workshops, including a councillors' workshop, will involve a combination of these short drama-based scenarios which will mirror the reality and reflect issues that the Council faces daily. The employee workshops will be 'staged' at The Venue at The Curve.

Please note that no employees or councillors will be required to act at the workshops. The actors and facilitators will guide employees through a range of learning styles.

Workshop publicity is evident through *Newsround* articles, Members' Bulletins, and through posters, flyers and targeted emails to ensure mandatory training requirements are met within the commissioned budget.

Stage 3: Evaluation and Sustainability (February 2018 onwards)

The Garnett Foundation will produce a closure report to ensure we capture all learning and to support the sustainability agenda including a refresh of the appraisal process to be both values and competency-based; and updated bespoke values training at each Corporate Induction so that new employees are aware of the expectations of them as they join the SBC family. We also have the opportunity to close the programme and record our future ambitions at the 2018 staff conference.

Summary

All in all, there are high expectations that this programme will be a new learning experience for all employees and is complementary to sustain current good behaviour and practice and well as promote new ways of working.