

Learning and Development Update

Bailey & French

We have continued with the sessions we have offered since last year facilitated by Bailey & French. We continue to get excellent attendance at these online sessions and good participation and feedback. The sessions enable the connectivity across the council which is so important.

We have three autumn workshops and so far have delivered Module 1 and 2:-

- Module 1: Building Resilience - understand the benefits of resilience for both performance and wellbeing, such as improved goal attainment and reduced anxiety. Explore the relationship between stress, emotional intelligence, and resilience, understanding how building emotional intelligence can help us to remain resilient in the face of challenges.
- Module 2: Building Team Cohesion - focus on how we address challenges positively together, looking at the opportunities that change presents for individual, team, and organisational development. Introduce a number of approaches and techniques that can help us to meet challenges positively together.
- Module 3: Building Connectivity - explore how to build High Quality Connections (HQCs) with colleagues across the organisation, to support both performance and wellbeing. Introduce practical actions that we can all take to foster HQCs, including active constructive responding and task enabling.

These three areas are key to supporting agile ways of working, to make sure we take care of ourselves, to ensure we continue with a strong team ethic and to maintain relationships across the Council, not just in our own teams, something which becomes more challenging when working in different locations.

Leading Together

We have introduced a new programme called Leading Together which focuses on our commitment to develop our managers, leaders, supervisors at all levels, supporting them to build their knowledge and skills. We need our managers to help continue to build an engaged and energised workforce where different ideas are valued, empowering, and trusting in staff to deliver, and being inclusive in all we do.

We have identified key leadership behaviours: -

Be authentic
Be visible
Engage with others to understand
Lead with integrity
Be enquiring and challenging

In order to support managers and leaders in a consistent approach we require them to engage and complete the "Watch & Go Management Essentials pathways" (a

series of videos which are connected through their themes) and also attend three workshops before their final PDR in September 2022.

The three workshops focus on

- Manager as a coach
- Leading and supporting change
- Storytelling

We will continue to tailor select future topics to the needs of the organisation.

Manager Peer Support Group

On Thursday 4 November 2021, we held our first Manager Peer Support Group. A network set up for managers at all levels across the whole of the Council up to Service Manager, to come together and form a networking group who can support each other, and feel connected with other managers, those who they may not necessarily normally come into contact with. The focus being to create a group who can share ideas, issues, find solutions, ask advice, buddy up with others and discuss day to day problems with others who may have experienced similar situations. It is also an opportunity to support good communication from top down to a large number of managers, team leaders and supervisors.

New Take Time to Learn

in our approach to embed a learning culture we have introduced Take Time to Learn. This approach focuses on continuous learning, encouraging our staff to take responsibility and accountability for their own learning, as well as the corporate offer of training. All staff are required to commit a minimum of one hour learning per month to new skills, updating current skills, sharing knowledge and experience with others – this can be through completing mandatory e-learning, recording continuous professional development, watching a webinar, reading an article, sharing information with others.

This will be further embedded by discussion through the PDR process and regular 121s to support staff on what training they have undertaken during the review period.