



EMPLOYMENT COMMITTEE – 2 DECEMBER 2021

INNOVATING AT WORK

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to inform the Employment Committee of a Learning and Development programme that has been developed called Innovating at Work. This programme will both support and enable a culture of innovation to be further developed within the Council.

Policy Framework and Previous Decisions

2. The Innovating at Work programme is part of the Council's Ways of Working programme which will shape the way in which a proportion of the Council's workforce will work in the future – smarter / remote working. It is also a key workstream within the current People Strategy 2020-2024.

Background

3. Innovation and continuous improvement will always be vital to the work of the Council. Due to the pandemic the last two years has had to be driven by rapid innovation, through necessity. The dedication and hard work of managers and their teams has achieved much success through this approach.
4. It is, therefore, important that the Council retains and builds on the skills and momentum demonstrated by individuals and departments. It is acknowledged that innovation does just not imply wholesale change or transformation, it is also taking place daily in small ways across the organisation
5. Engagement has taken place with all Departmental Management Teams to both provide information for the programme but also to help shape its content. Departments have been asked to provide examples of innovation that can then be developed into videos and shared as best practice.

Aim of the Programme

6. It is intended that Innovating at Work will equip managers and their teams with the confidence, motivation, and skills to drive continuous improvement within their teams and services.

Outcomes

7. The expected outcomes of the programme are:
 - An increase in the level of confidence and capability within managers to enable them to innovate and lead through change.
 - Improved communication, a better generation of ideas, and further development of expertise in respect of the customer experience.
 - Encourage and develop a mindset of continuous improvement within teams and services.
 - Increase collaboration across departments and establish stronger working partnerships.

Building an Innovative Culture- What will it look like?

- Managers will recognise and celebrate the innovation that is already happening in their teams.
- Staff will confidently see their role in creating and contributing to innovation.
- Innovative approaches will contribute to high performance, productivity, and the effective use of resources.
- Managers will confidently encourage and discuss innovation as part of their business as usual.
- Staff across the organisation will share their positive experiences of innovation.
- The Council will have a reputation for innovation across all departments.

Delivery of the programme

8. The Innovating at Work programme takes a blended approach to learning, utilising numerous tools and methods. These include workshops, e-learning, learning guides, tools, and videos. All resources will be available on the Council's Learning Hub. An event recognising and celebrating innovation across the Council will also form a part of the programme.

Resource Implications

9. The development and delivery of the Innovating at Work programme is being achieved by utilising the skills of colleagues within People Services. Workshops delivered by external training providers are funded through the training budgets held centrally by the Learning and Development Service.

Conclusions

10. As the Council continues to change the way that it works, Innovating at Work will provide learning and tools to facilitate change and harness innovation, further improving the ways that services are delivered.

Recommendations

11. It is recommended that the Committee note the work that has been achieved and the approach that has been developed to support innovation.

Background Papers

12. None.

Circulation under the Local Issues Alert Procedure

13. None

Equality and Human Rights Implications

14. Access to the Innovating at Work programme is available to all Council employees with reasonable adjustments made to further enable participation.

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