

Report for:
ACTION

The Royal Borough



Windsor &
Maidenhead

| | |
|--|--|
| Contains Confidential or Exempt Information | No - Part I |
| Title | Progress of Corporate Services' Pilot Mentoring Programme |
| Responsible Officer(s) | Terry Baldwin, Head of Human Resources |
| Contact officer, job title and phone number | Terry Baldwin, Head of Human Resources, 01628 68 5622 |
| Member reporting | Councillor D Burbage MBE |
| For Consideration By | Employment Panel |
| Date to be Considered | 17/12/15 |
| Implementation Date | September 2015 |
| Affected Wards | None |
| Keywords/Index | Mentoring, staff development |

Report Summary

This report provides an update on the pilot mentoring programme that is taking place across Corporate Services, including feedback from participants.

If recommendations are adopted, how will residents benefit?

| Benefits to residents and reasons why they will benefit | Dates by which the changes will occur |
|---|---------------------------------------|
| Motivated happy people provide a more effective service | June 2016 |
| Distribution of skills will help RBWM to share best practice, resulting in a better service for residents | June 2016 |

1. Details of Recommendations

RECOMMENDED:

- 1.1 That EP reviews the progress of the pilot mentoring programme and identifies further options where relevant.

2. Reason for Decision and Options Considered

Background

- 2.1 The pilot mentoring programme was launched across Corporate Services in September 2015. The aim of this activity was to determine as to whether such a programme was feasible across the rest of the council.
- 2.2 It was originally intended that 10 participants from Corporate Services receive mentoring. However, only 9 individuals put themselves forward for a place on the programme, with one individual subsequently taking the decision to leave RBWM. As a result there are 8 mentees taking part.

2.3 All mentors were provided with access to Mentoring eLearning, in addition to mentoring guidelines which were also issued to their respective mentees. It was then up to those individuals receiving mentoring to set up their initial launch meetings with their mentors.

2.4 Separate surveys were issued to all mentors and mentees in November 2015 in order to measure the current status of the programme (see Appendix A and B). This survey indicated the following:

- All initial launch meetings have taken place.
- 14.3% of responding mentors stated that the programme had no impact upon their time.
- 85.7% of responding mentors stated that the programme had little impact on their time.
- 0% of mentors suggested that participation had a noticeable or dramatic impact upon their time.
- 100% of mentees believe that participation in the programme will be beneficial to them.

The full results from these surveys can be found within the appendices.

| Option | Comments |
|---|-------------------------------|
| Members are requested to review the progress of the programme and identify further options where relevant | For information purposes only |

3 Key Implications

| Defined Outcomes | Unmet | Met | Exceeded | Significantly Exceeded | Date to deliver by |
|--|---|--|--|--|--------------------|
| 10 mentees conclude a successful relationship with their respective mentors, providing feedback that can help to determine how the pilot programme can be extended across all directorates | 7 mentees complete a successful relationship with their mentors | 10 mentees complete a successful relationship with their mentors | 13 mentees complete a successful relationship with their mentors | 16 mentees complete a successful relationship with their mentors | June 2016 |

4 Financial Details

Financial impact on the budget

4.1 None

5 Legal

5.1 None

6 Value For Money

6.1 The pilot mentoring programme will provide mentees with personal development opportunities at no additional cost as it will be utilising existing internal resources.

7 Sustainability Impact Appraisal

7.1 None

8 Risk Management

8.1 None

9 Links to Strategic Objectives

9.1 Residents First

By developing the skill base and experience of existing staff the council is able to improve the level of expertise available to residents.

9.2 Value for Money

At present individuals with identified development needs are placed onto often costly and ineffective training courses without investigating internal options. Mentoring offers a more cost-effective solution.

9.3 Delivering Together

Mentoring takes advantage of the skills and experience already within the council, helping the organisation to share best practice.

9.4 Equipping Ourselves for the Future

By investing in the long term development of staff the council is backing up its commitment to **Equip Ourselves for the Future**.

10 Equalities, Human Rights and Community Cohesion

10.1 Upon the completion of the pilot an EQIA review will be performed, with outcomes fed into any future council-wide mentoring programme.

11 Staffing/Workforce and Accommodation implications:

11.1 None

12 Property and Assets

12.1 None

13 Any other implications

13.1 None

14 Consultation

14.1 This pilot programme was agreed at People Forum, CMT and Corporate Services DMT.

15 Timetable for Implementation

15.1 Updated timetable:

| Action | Owner | Target date | Status |
|--|---------------------|----------------|-----------------|
| Nomination of mentors | Heads of Service | August 2015 | Complete |
| Nomination of mentees | Heads of Service | September 2015 | Complete |
| Match participants with mentors | HR | September 2015 | Complete |
| Mentors to commence eLearning | Mentors | September 2015 | Complete |
| Issue mentoring guidelines to participants and mentors | HR | September 2015 | Complete |
| Commencement of programme | Mentors and mentees | September 2015 | Complete |
| Mid-term assessment of programme | HR | February 2016 | To be completed |
| Wrap-up of pilot | n/a | June 2016 | To be completed |
| Delivery of pilot assessment report | HR | July 2016 | To be completed |

16 Appendices

16.1 Appendix A Mentee Feedback December 2015

16.2 Appendix B Mentor Feedback December 2015

17 Background Information

17.1 None

18 Consultation (Mandatory)

| Name of consultee | Post held and Department | Date sent | Date received | See comments in paragraph: |
|-------------------|--------------------------|-----------|---------------|----------------------------|
| Internal | | | | |
| Cllr Burbage | Leader of the Council | 02/12/15 | | |
| Alison Alexander | Managing Director | 02/12/15 | | |
| Andrew Brooker | Head of Finance, Finance | 01/12/15 | | |

Report History

| Decision type: | Urgency item? |
|------------------|---------------|
| Non-key decision | No |

| Full name of report author | Job title | Full contact no: |
|----------------------------|-----------------------------------|------------------|
| Karl Joseph | Learning & Development Consultant | 01628 796402 |

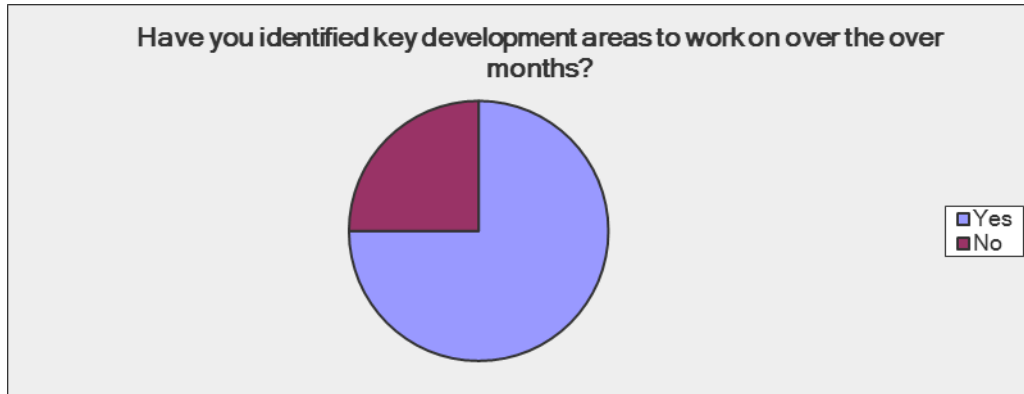
Appendix A: Mentee Feedback December 2015

| Question 1. Has an initial launch meeting taken place with your mentor? | | |
|---|------------------|----------------|
| Answer Options | Response Percent | Response Count |
| Yes | 100.0% | 4 |
| No | 0.0% | 0 |
| <i>answered question</i> | | 4 |
| <i>skipped question</i> | | 0 |



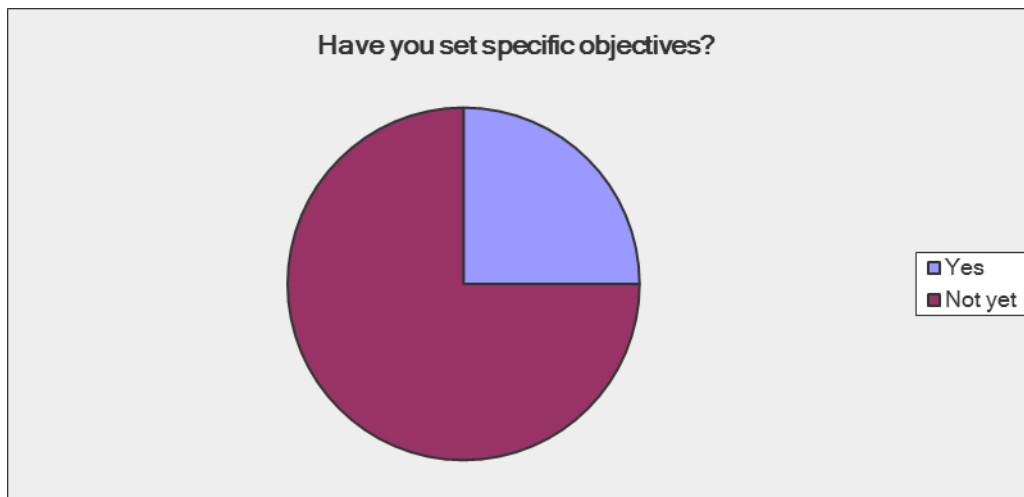
Question 2. Have you identified key development areas to work on over the over months?

| Answer Options | Response Percent | Response Count |
|--------------------------|------------------|----------------|
| Yes | 75.0% | 3 |
| No | 25.0% | 1 |
| answered question | | 4 |
| skipped question | | 0 |



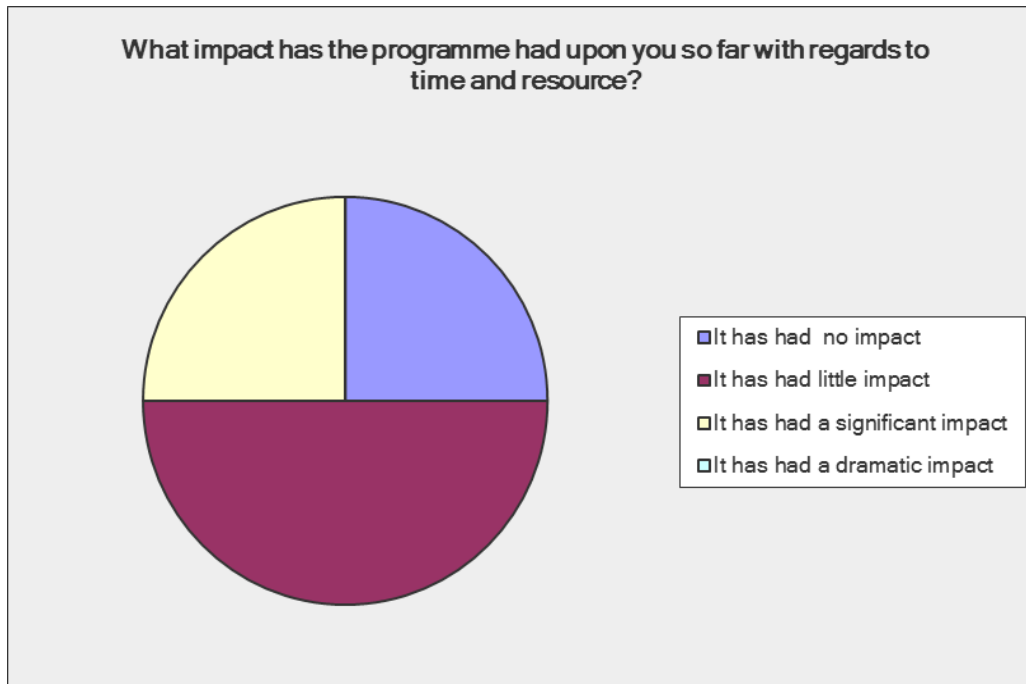
Question 3. Have you set specific objectives?

| Answer Options | Response Percent | Response Count |
|--------------------------|------------------|----------------|
| Yes | 25.0% | 1 |
| Not yet | 75.0% | 3 |
| answered question | | 4 |
| skipped question | | 0 |



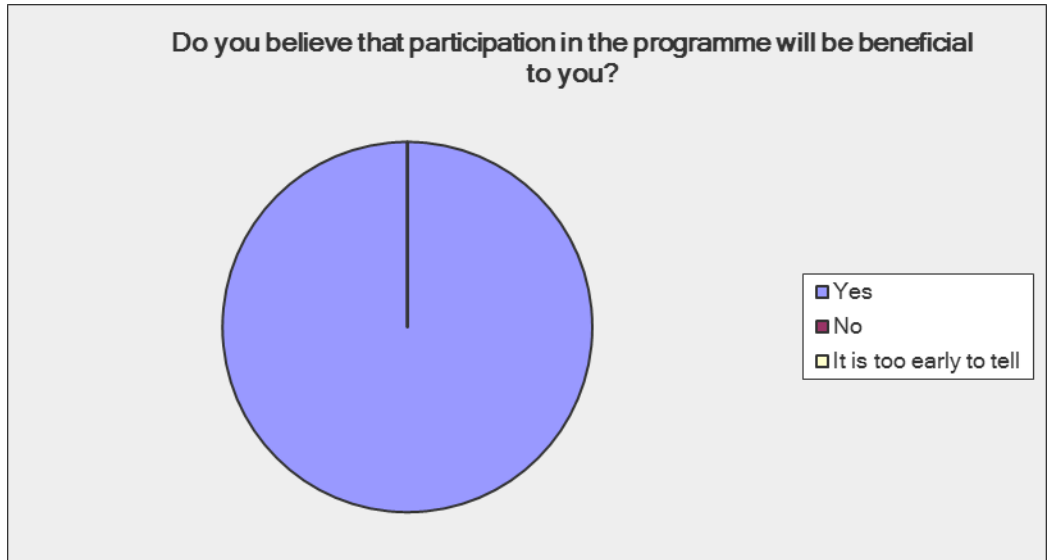
Question 4. What impact has the programme had upon you so far with regards to time and resource?

| Answer Options | Response Percent | Response Count |
|---------------------------------|------------------|----------------|
| It has had no impact | 25.0% | 1 |
| It has had little impact | 50.0% | 2 |
| It has had a significant impact | 25.0% | 1 |
| It has had a dramatic impact | 0.0% | 0 |
| answered question | | 4 |
| skipped question | | 0 |



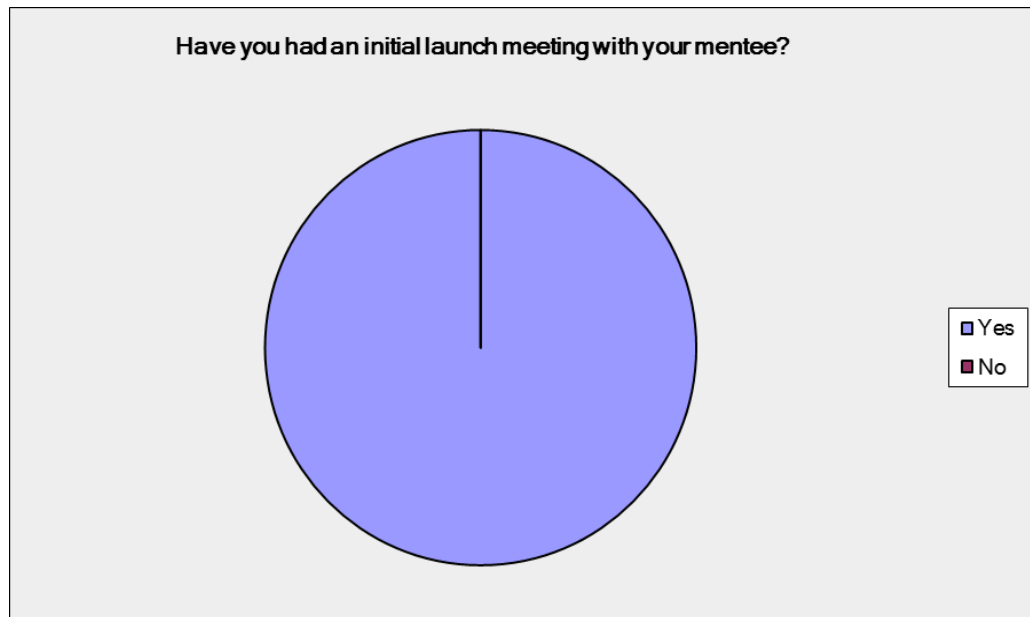
Question 5. Do you believe that participation in the programme will be beneficial to you?

| Answer Options | Response Percent | Response Count |
|--------------------------|------------------|----------------|
| Yes | 100.0% | 4 |
| No | 0.0% | 0 |
| It is too early to tell | 0.0% | 0 |
| answered question | | 4 |
| skipped question | | 0 |



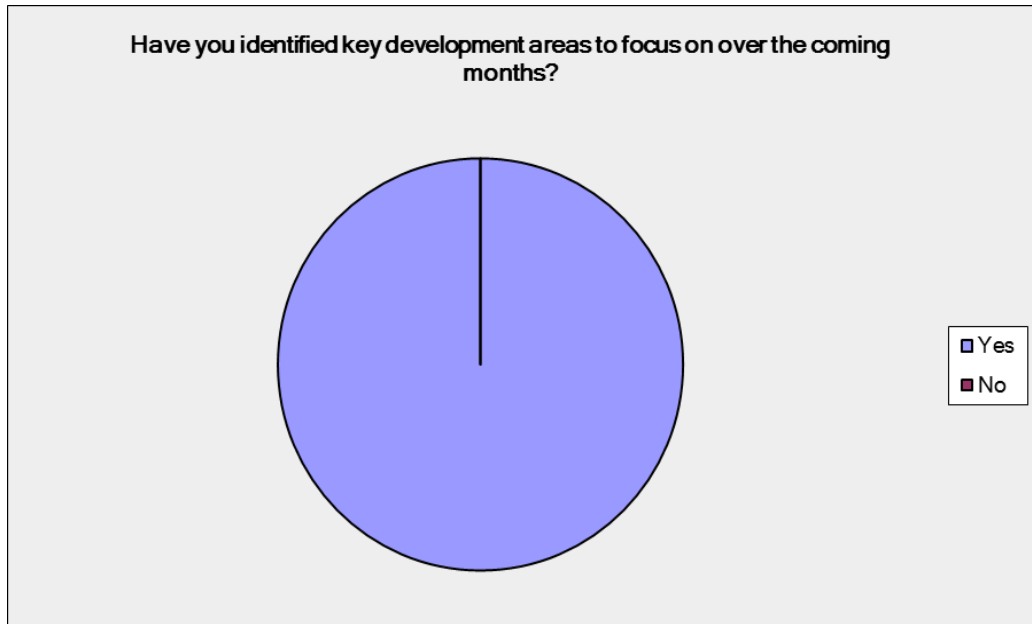
Appendix B: Mentor Feedback December 2015

| Question 1. Have you had an initial launch meeting with your mentee? | | |
|--|------------------|----------------|
| Answer Options | Response Percent | Response Count |
| Yes | 100.0% | 7 |
| No | 0.0% | 0 |
| <i>answered question</i> | | 7 |
| <i>skipped question</i> | | 0 |



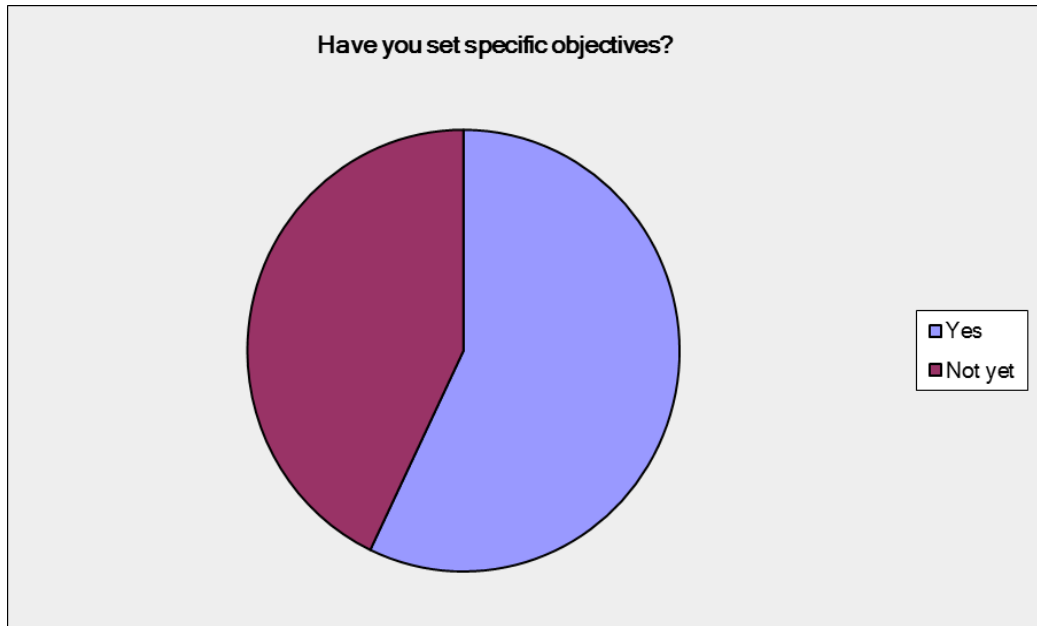
Question 2. Have you identified key development areas to focus on over the coming months?

| Answer Options | Response Percent | Response Count |
|--------------------------|------------------|----------------|
| Yes | 100.0% | 7 |
| No | 0.0% | 0 |
| <i>answered question</i> | | 7 |
| <i>skipped question</i> | | 0 |



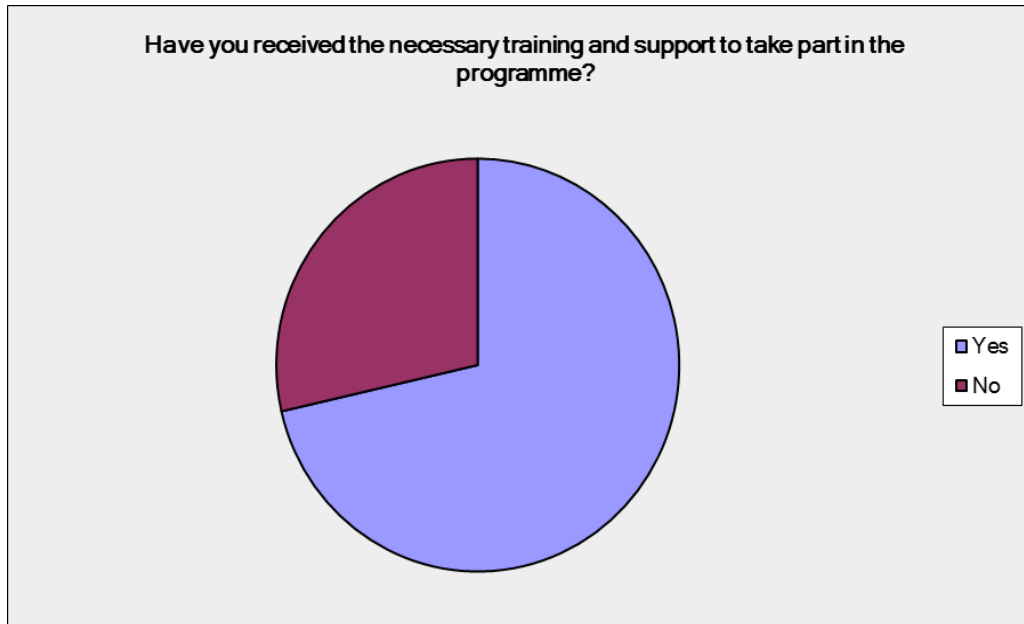
Question 3. Have you set specific objectives?

| Answer Options | Response Percent | Response Count |
|--------------------------|------------------|----------------|
| Yes | 57.1% | 4 |
| Not yet | 42.9% | 3 |
| <i>answered question</i> | | 7 |
| <i>skipped question</i> | | 0 |



Question 4. Have you received the necessary training and support to take part in the programme?

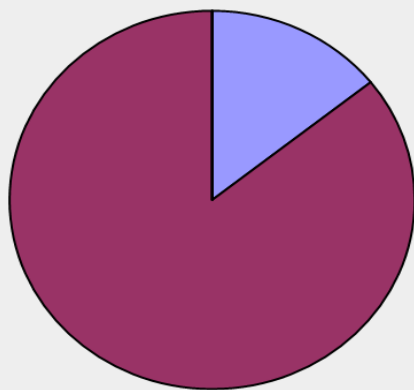
| Answer Options | Response Percent | Response Count |
|--------------------------|------------------|----------------|
| Yes | 71.4% | 5 |
| No | 28.6% | 2 |
| <i>answered question</i> | | 7 |
| <i>skipped question</i> | | 0 |



Question 5. What impact has the programme had upon you so far with regards to time and resource?

| Answer Options | Response Percent | Response Count |
|--------------------------------|-------------------------|-----------------------|
| It has had no impact | 14.3% | 1 |
| It has had little impact | 85.7% | 6 |
| It has had a noticeable impact | 0.0% | 0 |
| It has had a dramatic impact | 0.0% | 0 |
| answered question | | 7 |
| skipped question | | 0 |

What impact has the programme had upon you so far with regards to time and resource?



- It has had no impact
- It has had little impact
- It has had a noticeable impact
- It has had a dramatic impact