Staff Consultative Panel

West Suffolk Council

Title	**Agenda**
Date	**Monday 20 November 2023**
Time	**3.00 pm**
Venue	**Facilitated by Microsoft Teams virtual meetings platform only. Members and officers attending this meeting are requested to see their separate Outlook meeting invitation to join the meeting.**

Full Members			
	Chair Paul Davison (Employees' Side)		
	Vice Chair David Smith (Employer's Side)		
		West Suffolk Council (6) (Employer's side)	**Staff Representatives (6)** (Employees' side)
	Conservative Group (2)	Birgitte Mager Margaret Marks	Robert Cooper Paul Davison
	Independents (2)	Victor Lukaniuk Phil Wittam	Carys Frost Penny Mills
	Progressive Alliance Grouping (2)	Donna Higgins David Smith	Lisa Moss *(Vacancy)*

Substitutes			
		West Suffolk Council (2) (Employer's Side)	**Staff Representatives (2)** (Employees' Side)
	Conservative Group (1)	Susan Glossop	*(Vacancy)* *(Vacancy)*
	Independents (1)	Don Waldron	

By invitation	**Gerald Kelly**	Portfolio Holder for Governance and Regulatory

Note: This panel is not governed by the normal Access to Information rules (The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012) in the Council. Therefore, these meetings are not open to attendance by the public.

Interests – declaration and restriction on participation	Members are reminded of their responsibility to declare any disclosable pecuniary interest, other registerable or non-registrable interest which they have in any item of business on the agenda, **no later than when that item is reached** and, when appropriate, to leave the meeting prior to discussion and voting on the item.

Quorum	Four members, comprising at least two employee representatives and two members of the council.
Committee administrator	**Sharon Turner** Democratic Services Officer **Telephone** 01638 719237 **Email** democratic.services@westsuffolk.gov.uk

Agenda

Note: Whilst these agenda papers are not covered by the normal Access to Information Rules (see agenda front), where items are listed as containing exempt/confidential information, members of the Panel are requested to treat them as such.

1. Substitutes

Any member (which includes councillors and staff representatives) who is substituting for another member should so indicate, together with the name of the relevant absent member.

2. Apologies for absence

3. Minutes

To confirm the minutes of the meeting held on 3 July 2023 (attached).

4. Declarations of interest

Members are reminded of their responsibility to declare any pecuniary or local non pecuniary interest which they have in any item of business on the agenda, **no later than when that item is reached** and, when appropriate, to leave the meeting prior to discussion and voting on the item.

5. Workforce Data Overview (attached)

This data is a snap-shot in time and is collated every quarter, looking at the previous twelve months.

6. Learning and Development Review 2023 (attached)

To receive an update which details the recommendations from a review of Learning and Development within the Council.

7. Health and Wellbeing: Update (attached)

To receive an update on the continuing organisational conversation and focus on health and wellbeing within the Council.

8. National Pay Award 2023 Update (verbal)

To receive an update on the recent agreement which has been reached between the National Employers and the NJC Trade

Union Side on the outstanding pay award effective from 1 April 2023 for local government employees.

9. **Arrangements for Future Meetings**

The date of the next meeting of the Panel is:

- Monday 12 February 2024 at 3pm

At the meeting of the Panel on 3 July 2023, it was discussed whether to continue to hold these meetings 'virtually' or whether it would be preferable to meet 'in-person'. The general consensus was to continue to meet 'virtually'. However, it was proposed that perhaps one meeting per year could be held 'in-person'.

Therefore, it was agreed to discuss further future arrangements.

Staff Consultative Panel

West Suffolk Council

Minutes of a meeting of the **Staff Consultative Panel** held virtually via MS Teams remote meeting platform on **Monday 3 July 2023** at **3.00 pm**

Present: **Councillors**

Chair   To be elected from the Employees' Side
Vice Chair   To be elected from the Employer's Side

Members (Employer's Side)
Donna Higgins   David Smith
Birgitte Mager   Phil Wittam
Margaret Marks

Substitutes attending for a full member (Employer's Side)
Jools Savage

Staff representatives (Employees' Side)
Lizzi Cocker   Paul Davison
Robert Cooper   Penny Mills

In attendance
Councillor Gerald Kelly   Portfolio Holder for Governance and
                                 Regulatory
Susan Glossop   Substitute (observing)

84.   **Substitutes**

The following substitution was declared:

Councillor Jools Savage substituting for Councillor Victor Lukaniuk (Employer's Side).

85.   **Staff Consultative Panel: Terms of Reference (attached)**

The Terms of Reference for the Staff Consultative Panel, as contained within the Council's Constitution, were received and noted.

86.   **Election of Chair: 2023 to 2024**

The approved Terms of Reference for the Staff Consultative Panel required that the Chair of the Panel be rotated between the Employer's and Employees' Sides. When the Chair was a Member of one side of the Panel, the Vice Chair shall be a Member of the other side.

In 2023/2024, the Chair is required to be elected from the Employees' Side.

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> **Resolved:**
>
> That Paul Davison be elected as Chair of the Staff Consultative Panel for the year 2023/2024.

87. **Election of Vice Chair: 2023 to 2024**

The approved Terms of Reference for the Staff Consultative Panel required that the Vice Chair shall alternate between the Employer's and Employees' Sides.

As the Chair of the Panel was from the Employees' Side in 2023/2024, the Vice Chair was required to be elected from the Employer's Side. Therefore, it was proposed, seconded and

> **Resolved:**
>
> That Councillor David Smith be elected as Vice Chair of the Staff Consultative Panel for the year 2023/2024.

88. **Apologies for absence**

Apologies for absence were received from Councillor Victor Lukaniuk (Employer's Side) and from Carys Frost (Employees' Side).

89. **Minutes**

The minutes of the meeting held on 27 March 2023 were confirmed as a correct record and signed by the Chair.

90. **Declarations of interest**

Members' declarations of interest are recorded under the item to which the declaration relates.

91. **Workforce Data Overview (attached)**

The Service Manager (Human Resources and Organisational Development) presented this item which provided a 'snapshot' of the West Suffolk Workforce Data as at 31 March 2023.

The Panel discussed the data presented which had shown that:

- within the last quarter there had been a rise in the headcount/FTE.
- the approval of the 2022 Pay Award had positively assisted with recruitment within the lower scale jobs.
- turnover levels had also reduced, along with short-term absence. However, long-term absence (those absent for over 28 days) had increased.

The Panel also discussed the particular challenges with absence within those service areas which required physical effort (ie the waste/operations service).

Officers explained the processes which were in place to identify any particular patterns, along with the ability to be able to offer redeployment support, if this was deemed to be an appropriate course of action.

92. **Fostering Friendly Guidance (attached)**

Councillor Gerald Kelly, Portfolio Holder for Governance and Regulatory introduced this item and explained that this Guidance set out the Council's support for employees who were undertaking the case of a child/children under a foster-care/kinship care arrangement with a local authority or an independent fostering provider. The Guidance aimed to offer employees the opportunity to work flexibly where this was compatible with the demands of their job. The Council's agile working guidance and parental policies also applied to foster carers.

The Panel expressed their support for the implementation of this Guidance, along with the monitoring of its effectiveness amongst foster carers.

93. **Introducing the West Suffolk Workforce Strategy 2022 to 2028 (attached)**

Councillor Gerald Kelly, Portfolio Holder for Governance and Regulatory introduced the West Suffolk Workforce Strategy 2022 to 2028. The Panel also received a presentation from the Director (HR, Governance & Regulatory) who explained that the Strategy had five workstreams and priorities which underpinned the ambitions of the Council in becoming an agile employer. The Council would continue to transform the way in which it worked in the coming period, together with its commitment to attract, train and retain a workforce which embraced equality, diversity and inclusion.

The five workstreams and priorities within the Strategy centred around:
1.   **Skills and behaviours –** to continue to provide opportunities for staff to engage and learn new skills. To invest in continuous professional and personal development for all staff by offering in-house and externally commissioned development programmes.

2.   **Recruitment and retention** – to focus on flexible and timely approaches to recruitment, embedding career pathways for succession planning, and continue to seek flexible opportunities in the way people want to work with a focus on service delivery.

3.   **Health and wellbeing –** to continue to offer a range of health and wellbeing initiatives made available to staff and online health and wellbeing resources that can be accessed at any time. Wellbeing levels across the organisation continue to be positive and the results from the wellbeing pulse surveys have consistently shown that there was great team support and positive working relationships across the organisation and high confidence that people can get help when they need it, as well as high levels of interest in work.

The warning signs that need to continue to consider were personal resilience, workloads, stress management, opening communication or

connectivity with others to support these risk areas and physical health while working at home.

4. **Pay, reward and recognition –** Continue to find creative ways to support the employer offer, with the introduction of additional non-financial rewards such as staff recognition awards.

5. **Future planning -** With the continued commitment to apprenticeships, career pathways and promotion opportunities, now need to move forward into an exciting new phase of the Council's journey, capturing learning from its previous achievements, the pandemic and post COVID-19, to transform the way it delivers services in a new agile way.

The Strategy had also captured the learning from the Council's collective response to the COVID-19 pandemic and recognised the opportunities that this had provided to move towards an agile organisation, valuing new ways of working and enabling its staff to deliver their best work in different ways, with a strong focus on supporting health and wellbeing.

The Strategy also focused on how the Council would continue to reform the way that it worked to enhance the capabilities of its staff, development of an inclusive culture where leaders, at all levels, promoted a culture of personal responsibility and accountability and empowered an engaged workforce, where its staff could be creative, flexible and had the right skills to respond positively to any challenges ahead.

The Director also explained that to support managers at all levels to assist in coaching and supporting their staff and help delivery this Strategy, 'Leading Together' was the Council's overall leadership committee to 'building an engaged and energised workforce where different ideas were valued, ensuring that the Council supported, empowered and trusted staff to effectively deliver.

A key part of any successful strategy was its execution and everyone had a part to play in translating this Workforce Strategy into reality and, in the process, enhancing the Council's culture, including Strategic managers, all people managers, all staff and the Human Resources (HR) Team.

The measurement of the effectiveness/success of the Strategy would also be undertaken by various measures, including regular discussions with the Portfolio Holder for Governance and Regulatory and with the Staff Consultative Panel, along with the undertaking of staff surveys and other engagement methods.

The Panel then had a detailed discussion on the content of the Strategy and the following comments/observations were made within the following specific areas:

Agile working and Health and Wellbeing of staff
-   Ensuring that the organisation remained connected, whilst allowing the supporting of agile working to enable staff to maintain a work life balance and empowering them to have more autonomy over their work, where and when it was done. However, some concerns were raised around agile

working and the impact which this could continue to have on some staff. It was acknowledged, that since COVID, the workplace environment and interactions with colleagues had changed. The Council's agile working framework had been developed alongside other local authorities and it was important that the Council remained being an employer of choice. Agile working was not being imposed within the Council and it remained an option of choice as to how staff wished to work, as long as it was compatible with service requirements.

The Staff Representatives explained that the current system of having to book a desk to work in the Council offices could prove to be a barrier for some staff wanting to come into the office to work. Officers explained that the desk floor plate at West Suffolk House had been re-arranged and that booking desks was part of that system. It was acknowledged that, of course, there was a balance to be struck and that it may be decided to review this process in the future to assess its overall effectiveness. It was also suggested as to whether it was possible to monitor the desk booking system to see how people were working and where from. Officers agreed that this was a good suggestion to look at the data to see how people had been working and that Officers would liaise with the Portfolio Holder for Governance and Regulatory accordingly.

In terms of ensuring the wellbeing of staff, the Council had various mechanisms in place, including Wellbeing Champions; the Employee Assistance Programme and Learning and Development Programmes. It was also asked whether it would be possible to promote the Council's volunteering scheme with the workforce and this course of action was supported. Also, the Council operated 'West Suffolk We Save' Employee Benefit Scheme. Further information on this Scheme was available on the Council's Intranet, but if required, further information could also be provided to the Panel, for their information. Reference was also made to the recent Clean Air Walk Day and that these types of initiatives could assist with interaction with colleagues. Officers agreed with this and stated that they would look to take this type of initiative forward.

Engagement/Inclusivity of Staff
- Ensuring that there continued to be an inclusive culture/workforce where everyone was respected.

- To ensure that staff continued to be engaged, particularly with the undertaking of staff/pulse surveys. Officers explained that it was acknowledged that the surveys could be seen to be aimed primarily at the office based staff, rather than with the operational staff and acknowledged the particular challenges with being able to engage directly with the operational staff. Therefore, it was proposed that Officers would liaise with UNISON, prior to the circulation of the next staff survey, to ensure that an appropriate approach was supported to allow engagement with the operational staff.

(Penny Mills (Employees' Side) joined the meeting at 3.48pm, during the discussion on this item)

94. **Workforce Strategy Priorities for 2022 to 2028 - Action Plan (attached)**

Following on from the above item, Councillor Gerald Kelly, Portfolio Holder for Governance and Regulatory introduced the Action Plan for the Workforce Strategy Priorities for 2022 to 2028. The Plan set out the priority actions in each of the five workstreams and monitored and recorded the progress of outcomes against those. This was a working document and was adaptable to change and review of how those actions were delivered.

The Service Manager (Human Resources and Organisational Development) further explained that this Action Plan was ambitious and would be presented to the Staff Consultative Panel for regular review.

The following key challenges within the Action Plan were particularly highlighted:

Skills and Behaviours
- Support and facilitate regular peer managers networking sessions, which brought the group of employees together and supported the training programme. Enable the learning from the training programme to blend with practical and best practice.

- Continue to maximise the opportunities the apprenticeship levy could offer to upskill the Council's staff in related subject that would offer movement across the Council's services.

- Deliver a yearly programme of interventions to support the development of Band 7/8 employees for future aspiring leaders, identified through the PDR process and to training and development.

Recruitment and Retention
- Creative recruiting to include effective use of recruitment methods to target specific applicants for 'hard to recruit' positions. Reduce advertising costs by using social media and other advertising methods.

Pay, reward and recognition
- Promote the range of non-financial benefits which make up the total employee offer, including agile working and work life balance policies. The Council's investment in learning and development and apprentice opportunities to upskill and retain staff. The Council's commitment to health and wellbeing of its staff being the utmost importance. Staff recognition through the Staff Awards.

Health and Wellbeing
- Support the health and wellbeing of the Council's staff. Work with the Service Manager (Operations) and UNISON to develop a varied wellbeing plan for the Depots, to include Men's Health Week and other events.

- Support and encourage staff to engage with staff network opportunities such as surveys, focus groups and encourage a culture where staff have confidence to have a voice and a safe space to share issues, concerns,

ideas and take responsibility and ownership with regards to health and wellbeing of themselves, others and the organisation.

Communications
- Prepare an employee friendly Workforce Strategy and ensure that such documents were reproduced to provide information and engagement.

95. **Dates of future meetings**

The Panel noted the dates for future meetings, as listed below. All dates were Mondays starting at 3pm:

- Monday 20 November 2023
- Monday 12 February 2024

The Panel also discussed whether to continue to hold these meetings 'virtually' or whether they would prefer to meet 'in-person'. The general consensus was to continue to meet 'virtually'. However, it was proposed that perhaps one meeting per year could be held 'in-person'.

Therefore, it was agreed for this to be discussed further at the next meeting of the Panel.

The meeting concluded at 5.12 pm

Signed by:

Chair

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Workforce Overview

	31/12/2022	31/03/2023	30/06/2023	30/09/2023
Headcount (All)	685	702	709	688
FTE (All)	640.52	657.35	662.80	644.21
Headcount (Permanent)	646	658	658	646
FTE (permanent)	604.81	617.77	616.79	605.71
Full-Time v Part-Time	80.58% / 19.42%	81.34% / 18.66%	81.52% / 18.48%	81.54% / 18.46%
Average age	46	46	45.8	46.2
Gender	51.68% male 48.32% female	52.28% male 47.72% female	52.75% male 47.25% female	52.76% male 47.24% female
Turnover	13.30%	12.03%	11.43%	11.40%
Total days lost due to absence	4581	4343	4203	4283
Average days absence per FTE	7.07	6.61	6.44	6.66
Short term absence (days)	3133	2726	2610	2387
Long term absence (days)	1448	1617	1593	1896

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Learning and Development Review 2023

Ask from LT – to support the recommendations from the review and for staff from across the organisation to continue to come together as a network to review L&D and share information (L&D champions)

Recap – why did we do the review?

1) From the staff survey results in 2022, the response to the Learning and Development (L&D) questions ranged between a score of 6.64 to 7.89 in relation to whether staff could assess the right learning and development, and that learning and development improved performance and careers at West Suffolk Council.

2) Linked to the workforce strategy (skills and behaviours) we want to continue to explore how we can evolve our learning culture.

3) The paper details more specifically the objectives – in summary these were to review what we offer and explore different learning approaches, look at how we can develop skills to help people in their roles, review the budget (cost-effective approach) and look at the role of leaders in developing our staff.

Exploring the recommendations

Recommendations in summary **(Appendix A);**

- Ilearn – communications around essential training, and opportunity to remove quizzes where possible
- Need to improve communications as part of the cultural change – there is a lack of understanding about what we do offer – we have an ask to work with the comms team to explore how we can achieve this (and we need to continue to promote take time to learn)
- Manager development – there is a lot of information and options available – how do we help navigate staff through this? Plans to develop a manager passport (what we expect people to do at various levels in terms of training) Suggest we explore developing a skills matrix and assign mentors/buddys to those new to roles
- Tailor L&D ask in Operations, look at different models of delivery and relevance
- Look to extend action learning approach utilised successfully in aspiring leaders
- We will explore training methods and blend the approach where necessary
- Coaching and mentoring – folding of SCMP, trail a new provider (FAMN coaching) with other partners across Suffolk. Slight increase in costs to the service – but this would be promoted at specific roles/levels in the organisation and gatekeeper for access will be L&D team. We will work to develop the intranet site for promoting our own coaches and mentors and look

to keep the informal mentor/coach network established through the Aspiring Leaders programme together
- Other options we will explore as a team – new award in the future around learning, embedding learning culture in the induction, integrate this with work experience, intern programme and explore opportunities with the West Suffolk alliance workforce plan (where opportunities present themselves)

Leadership Team Role/Ask (Appendix B)

As a leadership team, promote and support learning and development across the whole organisation.

These were the areas which were supported:-

- L&D champions (network)
- New coaching and mentoring offer (pilot external coaching company supported by our internal network over next year)
- Promote/champion L&D in our services/team meetings/charters/PDRs
- Develop a video around ilearning and training – led by LT
- Promote take time to learn
- Operational staff – we will work to tailor training packages (ICT equipment in place)
- L&D team to develop skills matrix – buy-in from services to complete/utilise – needs to be tailored to the PDR
- Future leaders programme (Band 5/6) to sit underneath aspiring leaders
- Manager network group to continue with L&D support (Kay visited LT a few mths ago and we are developing the programme and engaging where topics are relevant)
- SMT development – offer masters programme, explore 360 feedback options, look to utilise coaching offer for those wanting to progress
- Organisational well-being – advertised and we hope to have your support
- Youth career development – been discussed at SMT around charter and setting up networking group (collective challenge across Public Sector and something I have suggested workforce alliance group seek to work collectively on more)
- Political awareness training has been scoped
- Integrate L&D into SMT meetings
- Do we support the ask for all cameras to be on during training on line
- Continue to promote apprenticeships
- Comms support to raise awareness/promote / role model and raise importance alongside delivery day-day work

Challenges

- How do we measure impact of training?
- Balance between organisational role and individual responsibility (comms)
- Shifting cultures takes time – have to accept limitations about what we can influence (reach our beyond organisation)

Budget

Through new ways of delivery able to make savings, against budget for the year 2023/24 without the need to reduce training or budget provision.

Embedding the results from this review

Amend the L&D policy to outline the asks of everyone in developing the L&D culture , promoting this is key to achieve buy in and responsibility at all levels. **(Appendix C)**

Appendix A – **Summary of feedback from staff L&D engagement discussions**

Topic	Feedback	Recommendation /Solutions
iLearn essential training	Too many quizzes and pass rate is too high.	• Video from LT explaining why we need to complete essential training. • Amend some courses to remove quizzes were appropriate at the end but focus on testing the learning throughout the module and review pass rate, focusing on employee sign off to having completed and understood the learning.
L&D career offer	Was not aware of what was on offer.	• highlight the importance of L&D (not just for work but in general) • changing the L&D pages on intranet • Introduction of L&D Champions • Better comms, feedback on courses, stories from those that have completed apprenticeships. • Motivational Learning quotes when start up laptop. • L&D come to team meetings. • Should be on team meeting agendas. • Embed mindset to regularly log on to iLearn not just for essential training
Manager development	Too much training for all Managers	• Give choice of what they attend, most relevant to them based on their ability and skills gap. • Essential training pathway for new Managers/ recently promoted. • Skills matrix to share knowledge, skills, and best practice amongst each other. • Assign buddy to new or newly promoted managers.
L&D for Operational Staff	One size does not fit all, need to tailor the delivery of the essentials training, and make it accessible.	• Instead of mandatory e-learning, have 15–30-minute toolbox talks in person sessions adapted for them to attend. • Availability of working IT at the Depots and other off-site teams. • Support with literacy, numeracy and IT skills if required.
Culture of learning	Not enough time to go on training that is not seen as relevant.	• Instill further Take Time to Learn,1 hour a month, not just about attending or completing courses. • Learn from others. • Share knowledge, skills. • Lunch & learn sessions. • 1-hour organisational sessions. • Action Learning sessions.
Delivery of Corporate Training	Too much training on MS Teams. Miss face to face training	• Re-introduce face to face training where courses are longer, or depending on topic
PDR	PDR training and better route back to L&D to see common themes to put on corporately.	• Amend the form? • Ensure training/refresher training before PDR times (twice a year) • Introduce an e-learning module or video about our PDR process?

Coaching and Mentoring		• Continue to embed coaching culture. • Train up Coaches (apprenticeship route) • Utilise workplace mentors – invested in them, need to give something back. • Managers to share knowledge, skills, and experience.
Career development	Progression for those who want it.	• Future Managers programme, developing team leaders, supervisors, and junior managers. • Secondment opportunities • Career pathways for all areas (where possible) • Ensure that apprentices have the right skills to move forward in their careers (pathway of learning they should do and attend during their time with us) • Opportunities to job shadow, do internal work experience, work on different projects throughout the organisation. • Implement a Young Employees Network (YEN) within the Council, (age up-to 30?), events, projects, volunteering, trips, etc. • Promote apprenticeships as much as possible but should ensure that other routes are considered if no apprenticeship available.
Induction	Amend and enhance Induction process for new starters.	• L&D champion or someone from L&D meet with them within first week to explain our learning culture? • Skills matrix on the job development plan.
Celebrate Success.		• Introduce best learner/most improved award or best Team development Award at Staff Awards (not include apprentices) • Showcase those that have completed apprenticeships, etc
Look to the future		• Amend and embed a revised work experience programme. • Link to apprenticeships. • Send out what we do to local schools and colleges. • Invite them in for short informative sessions about the Council.

Appendix B – Recommendations and the Ask of LT/SMT

Focus	Proposal	The ask
A culture of Learning and Development	Extend the successful model of champions in the organisation to include L&D Champions, to work with L&D to positively contribute to discussions, feedback to teams, and feedback into L&D to shape the future of learning and development at West Suffolk Council. Explore further the connection between learning and development and career development.	LT / SMT support in developing L&D champions across the organisation to represent each directorate. This model has worked exceptionally well in terms of mental health first aiders, domestic abuse champions and wellbeing champions. LT commitment to **Appendix D** to be included in the learning and development policy which sets out our responsibilities to our L&D culture.
	Develop our coaching and mentoring offer by sharing these skills across WSC. Maximise apprenticeship levy and ensure commitment from participants to sign up to a minimum numbers of hours per annum to reinvest learning into developing others. Facilitate a coaching/ mentors internal network group to work who can support our staff.	LT / SMT support the commitments for internal coaching and mentoring.
	Work together to ensure that L&D opportunities are inclusive and available to all staff to ensure there are no barriers to learning and development.	LT/SMT to support and promote inclusivity of learning and development opportunities.
iLearn essential training	Culture shift to express importance, relevance and WSC's commitment to complete the modules. Amend modules so less/or no quizzes where possible, test during the module and consider if pass rate of 80% can be reduced but to be clear on sign off as having completed learning. Maximising the use of *i*Learn in the most cost effective way of delivering some elements of training both essential training and also additional self selected training.	Video from LT explaining why we need to complete essential training, and why this is relevant to all staff.

Operational Staff	Tailor the delivery of the essentials training and make it accessible for operational staff. One size does not fit all, therefore adapting the offer by translating the key points into bitesize learning. Delivering to the audience to ensure the council meets is obligations with essential training. To form a small project / working group, consisting of L&D, Operations Managers and ICT.	LT / SMT to support a commitment for all managers to champion the Take Time to Learn commitment and ensure that all staff can make time to learn and develop. ICT equipment allocated to operations to support both the development and wellbeing commitment ensuring it is relevant and accessible to all staff, and to develop a two way culture shift and encourage staff to take responsibility for own learning. Accessing iLearn, MiHR and intranet.
Manager career development	Develop a manager skills matrix. Individuals to complete self-assessment and to work with manager to validate. Understand skills and knowledge of managers at WSC, to better inform a development plan, empower managers to focus their individual development needs and to offer their experience and skills to other manager colleagues.	For LT / SMT to support the completion of a manager's skills matrix. Initially focusing on managers below Service Manager level
	Development of a Band 5/6 Future Senior Managers programme for current supervisors, team leaders and managers, which links in with the Aspiring Leaders Programme and those aspiring leaders to be an activate part of the Band 5/6 programme	LT / SMT commitment in the delivery of the programme and the link between the Aspiring Leaders Band 7 and Band 8 programme.
	Manager Networking Group To develop and deliver a further 6 x 1hr sessions to managers below Service Manager on key topics over 6 months from September 2023	LT/SMT to attend the networking group as guest speakers and deliver on key topics. LT/SMT to agree topics – with proposals to be presented
SMT development	PDRs to understand future aspirations of SMT. Masters (Level 7) Public Sector Leadership Management available as an apprenticeship 360 Feedback to inform personalised development plan.	LT to identify those from SMT who may wish to complete the master's qualification, and / or 360 feedback.
Organisational Wellbeing	To develop and deliver a further 6 x 1hr session to all staff on key topics over 6 months from September 2023 with our current preferred provider. To empower staff to better understand their	LT / SMT agreement in supporting and encouraging attendance.

	behavioural responses, build resilience and a culture of self-development.	
Youth career development	Develop and implement a networking group for those who are starting out in their careers from age 16 to 29.	LT / SMT attendance at networking / development events/ launch SMT encourage staff to engage and attend.
	Develop and implement an effective Work experience plan, which	
	Sign up to the Youth Employment Charter	SMT to sign up to supporting a new work experience model. LT to be represented at signing up to the charter.
Delivery of Corporate Training	Organisational agreement to have cameras on during all MsTeams meetings and development sessions. Re-introduce face-to-face training where courses are longer, or depending on topic Ensure models of deliver are considered in terms of cost effectiveness and effective learning outcomes.	LT/SMT support
Apprenticeships	Promoting professional career development through apprenticeships at internal events.	LT / SMT support in attendance
Comms	Supporting the culture shift and telling the story of our learning and development journey. Focusing on clarity of difference between learning and development, a simple message for all staff. Promoting and celebrating successes so staff can better understand their achievements. Generating personal satisfaction in skills and professional credibility within the organisation and a greater awareness of how staff can and have personally and professionally grown.	LT / SMT support with Comms team being actively involved. LT / SMT commitment to encourage staff to engage and check what is available on the intranet and iLearn and discuss in team meetings to help shift the culture. Time to Learn – develop further the communication to express the commitment from LT / SMT to create a culture shift.
Political Awareness	Political awareness training for all staff and a more focused development plan for Senior Management	LT support with the delivery of this development
L&D updates	Ensuring that learning and development updates are reported in to SMT on a yearly basis, focusing on the corporate programme and progress.	LT/SMT support
Budget savings	With the move to a mix of online training through *i*Learn and MsTeams training for some corporate training titles it is proposed that the overall 2023/24 budget be reduced making savings of £30,000.	LT approve reduced budget and therefore £30k savings for 2023/24.

Appendix C – Addition to the Learning and Development Policy

Our commitment to a learning and development culture

Everyone has a part to play in supporting and championing a learning and development culture by

- Supporting the continued development of a learning culture – where people take responsibility for learning and use this to innovate and improve. Our "take time to learn" campaign supports this.

- Through our leadership behaviours, recognising the need for our managers and leaders to be role models, people who are committed to learning and improving. Every team has a training plan. There is a need to further embed the importance of learning and development in PDRs and team meetings.

- Promoting and encouraging personal responsibility for on-going development and support

- Encouraging managers and leaders to continue to develop a coaching-based culture, supporting others in their desire for learning and improvement and their career plans.

- Promoting peer learning and support (and informal learning/debriefs)

Specific responsibilities:-

Leadership Team

- As a leadership team, promote and support learning and development across the whole organisation.

Leadership Team and Senior Management Team

- Act as a role model for take time to learn.
- Identifying learning and development requirements through service planning.
- Ensure that all learning and development needs for individual employees are identified through the PDR.
- Ensure that learning and development achieves both service and corporate objectives.
- Monitor, review and evaluate budget spend on learning and development within their service through the training plans, working with their HR BP's to flag any corporate funding or training requirements that may be needed.

L&D and HR Team

- Identifying corporate learning and development needs as they emerge from Training plans, business plans and the PDR, prioritising and planning the satisfaction of these needs.
- Continual development of the learning management system – *i*learn

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- Procuring and providing corporate learning and development opportunities within the Corporate Learning and Development budget
- Advising of opportunities for learning and development and arrange appropriate training.
- Providing an effective framework for Corporate and Departmental induction Training
- Providing specialist learning and development advice.
- Reviewing and monitoring expenditure from the corporate learning and development budget to ensure that adequate and appropriate resources are provided.
- Evaluating all training and development activity to ensure it is "fit for purpose".

All People Managers

- Act as a role model for take time to learn.
- Discuss learning and development needs with all their employees at through the PDR scheme or other appropriate process and remind employees of the Councils policy on learning and development.
- Encourage the sharing of learning and best practice across the team.
- Develop and oversee the implementation of the service training plan.
- Ensure that all employees have access to learning and development opportunities to help them to achieve competency in their work.
- Ensure that Departmental induction procedures are followed, and employees attend the Corporate Induction Programme.
- Help employees to apply their learning at work.
- Encourage employees to take responsibility for their own learning and development.
- Be aware of and promote the range of learning opportunities available to employees.

Employees

- Take ownership for their development with the support of their manager. and prepare for and contribute to the identification of their learning and development needs during the PDR process.
- Participate in take time to learn.
- Make the most of all learning opportunities and apply learning to their work.
- Help in learning and developing other employees whenever necessary and sharing learning and best practice across the team.
- Participate in any formal mechanism to gather feedback on learning and development opportunities, including the completion of evaluation forms.
- Understand that priority learning, and development must support the achievement of service and corporate objectives.
- Attend organised training events as required, or if unable to do so, give as much notice as possible.

Continuing the organisational conversation and focus on wellbeing 2023

Background

In our staff surveys on well-being and the wider staff survey, we have had very consistent scores around well-being across the organisation and in general those engaging with the survey report good levels of well-being.

We know that there are consistently some areas that regularly get raised as 'warning lights' and rather than undertake another pulse survey to drill into these areas, we wish to find out ways we can explore these topics in more detail with staff and get managers engaged in helping to address the issues.

The top five areas of concern are:

- Workload

- Switching off from work

- Managing stress

- Feeling involved and listened to when changes are made

- Staying connected with colleagues

In October, we undertook a workshop with SMT thinking about what is within our control and how we can work differently to influence these within our teams – such as diary management, meeting attendance and length, working during annual leave, how to prioritise workloads and tasks.

All teams are carrying out to carry out discussions in the following areas with a view to a further discussion in January around thoughts and ideas as a management team.

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