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	SMT to sign up to supporting a new work experience model.
	Sign up to the Youth Employment Charter	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 iLearn 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

- 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.