

HIGH PEAK BOROUGH COUNCIL

Report to the Corporate Select Committee

6th June 2016

TITLE:	People Strategy - Learning and Development Update
EXECUTIVE COUNCILLOR:	Councillor Emily Thrane – Executive Councillor for Finance & Corporate Services
CONTACT OFFICER:	Mary Walker OD & Transformation Manager
WARDS INVOLVED:	Non-Specific

1. Reason for the Report

- 1.1 The purpose of this report is to outline proposals for a Learning and Development partnership with the University of Derby.

2. Recommendations

- 2.1 That the Committee requests that the Executive approves the proposals

3. Executive Summary

- 3.1 The Council's People Strategy, which was developed in consultation with staff representatives through the Joint Consultative Committee, sets out the aims, objectives, actions and measures that will be implemented in order to deliver the corporate and service objectives of the Council (with its strategic alliance partner Staffordshire Moorlands DC) through staff. It will enable, motivate and develop people moving the Council's teams forward now that service reviews are completed.

- 3.2 One of the key objectives of the People Strategy is;

- Investment in Learning and Development clearly aligned to delivery of the corporate and service plans. In addition, a range of broader development opportunities, motivational for existing staff, and attractive to potential employees.

- 3.3 Discussions have taken place over a number of months regarding a partnership with the University of Derby to deliver and coordinate learning and development activity through the University and its member colleges in Buxton and Leek. These discussions have progressed to the formal proposal stage.
- 3.4 Proposals for a Learning and Development Framework are detailed in this report. It will have the following aims:
- To drive high performance throughout the teams
 - To develop a culture of self-improvement and promote continuous professional development
 - To establish progression pathways for staff members and develop a succession strategy
 - To develop transferable, broader and flexible skills as well as creating learning pathways
 - To develop leadership skills and capability across all teams
 - To strengthen relationships between teams and build the one team culture
 - To develop a commercial focus throughout the Councils
 - To establish a coordinated pathway for recruiting and developing local people through apprentices, work experience and traineeships

4. How this Report Links to Corporate Priorities

- 4.1 This report details the learning and development activities that will help achieve the Council's Corporate Plan aim 'A high performing and well motivated workforce.'

5. Options and Analysis

- 5.1 There are no options included in the report.

6. Implications

6.1 Community Safety - (Crime and Disorder Act 1998)
None.

6.2 Workforce
The People Strategy focusses on developing the Council's workforce and driving a high performance culture.

6.3 Equality and Diversity/Equality Impact Assessment
This report has been prepared in accordance with the Council's Equality and Diversity policies.

- 6.4 Financial Considerations
Proposals are within existing budget provision.
- 6.5 Legal
As detailed in the report.
- 6.6 Sustainability
None.
- 6.7 External Consultation
Not applicable.
- 6.8 Risk Assessment
Not applicable

ANDREW P STOKES
Executive Director (Transformation) & Chief Finance Officer

**Web Links and
Background Papers**

Various background working papers

Location

Buxton Town Hall

Contact details

Mary Walker
OD & Transformation
Manager

7. Background & Introduction

- 7.1 People are at the heart of local government service delivery. Success in delivering services relies on their commitment, hard work, passion and performance. Developing people and effectively managing this resource are essential to ensure strategic and operational aims are achieved.
- 7.2 The People Strategy, which has been developed in consultation with staff representatives through the Joint Consultative Committee, sets out the aims, objectives, actions and measures that will be implemented in order to deliver the corporate and service objectives of the Council (with its strategic alliance partner Staffordshire Moorlands DC) through staff. It will enable, motivate and develop people, moving the teams forward now that service reviews are completed.
- 7.3 The Strategy is closely linked to the Council's Performance Framework, incorporates the HR strategic aims and policies and also aims to compliment other strategies and policies including the Equality Strategy and Customer Focus Strategy. It aims to take organisational development to the next level, building on the experiences and lessons learned through collaborative working to date, developing a positive performance culture while providing opportunity for experience, learning and development.
- 7.4 One of the key objectives of the People Strategy is;
- Investment in Learning and Development clearly aligned to delivery of the corporate and service plans. In addition, a range of broader development opportunities, motivational for existing staff, and attractive to potential employees.

8. Learning and Development Proposals

- 8.1 Discussions have taken place over a number of months regarding a partnership with the University of Derby to deliver and coordinate learning and development activity through the University and its member colleges in Buxton and Leek. These discussions have progressed significantly to the formal proposal stage.
- 8.2 A series of meetings have taken place with Directors, Heads of Service, Corporate and Operational Managers to ascertain Learning and Development priorities for teams and individual members of staff.
- 8.3 The corporate priorities and values will set the scene for the whole programme and help to embed the values across the entire operation. The new appraisal process that is currently being rolled out will be the vehicle for establishing where there are skills gaps and what training and development is needed.

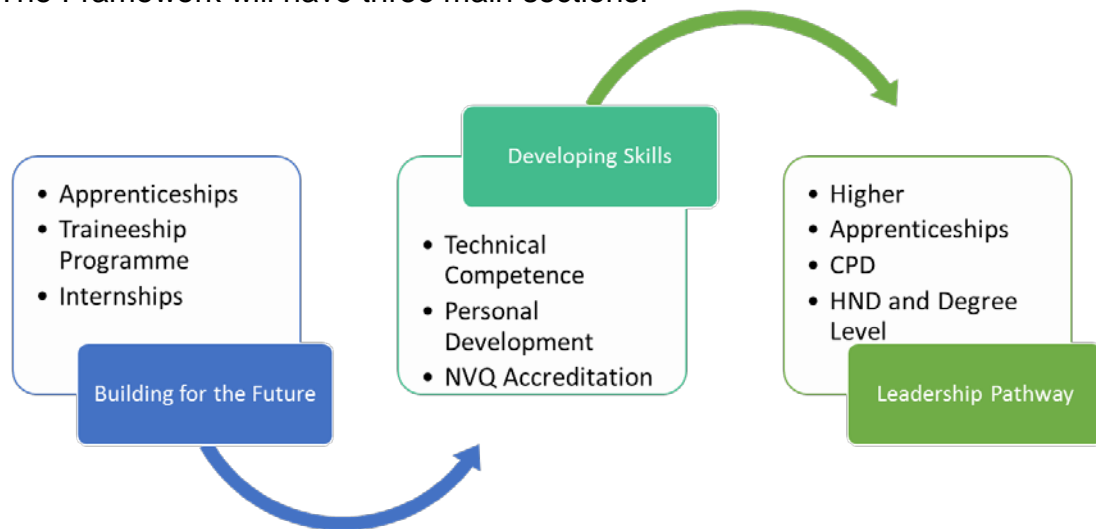
- 8.4 Each staff member's role will have a Learning and Development (L&D) passport which will include a menu of both compulsory and optional sessions including;
- Alliance Essentials – those things which all staff need and that are statutory or legal requirements;
 - Service Essentials – service specific sessions for example, technical knowledge courses; and
 - Role/person specific requirements.
- 8.5 The framework will include elements that aim to drive culture change such as commercial focus as well as core skills including report writing and presentation.
- 8.5 The framework will be delivered within existing budget provision. In house training will be delivered where possible and staff will be trained as trainers to cascade learning to others in a cost effective way. It will also include a variety of methods of learning such as job shadowing, mentoring, online, webinars and external events where directly linked to the role. A central knowledge base will be established for learning from conferences and events and staff will be expected to share their learning with others.
- 8.6 An apprenticeship programme will form an integral part of the framework, with 7 apprentices and 2 trainees recruited during year 1. This will be funded through draw downs from the apprenticeship levy, which we have to pay this year, from existing apprentice budgets and from additional efficiencies made through the service review process.

9. Partnership Objectives

- 9.1 The Learning and Development Partnership (working title) will have the following aims:
- To drive high performance throughout the teams
 - To develop a culture of self- improvement and promote continuous professional development
 - To establish progression pathways for staff members and develop a succession strategy
 - To develop transferable, broader and flexible skills as well as creating learning pathways
 - To develop leadership skills and capability across all teams
 - To strengthen relationships between teams and build the one team culture
 - To develop a commercial focus throughout the Councils
 - To establish a coordinated pathway for recruiting and developing local people through apprentices, work experience and traineeships

10 Learning and Development Framework

10.1 The Framework will have three main sections:



Building for the Future

10.2 This will contain an integrated programme of Apprenticeships, Traineeships and Internships/Work Experience. All these will be coordinated centrally, recruited and supported by the Organisational Development and Transformation service and the University of Derby. This will provide employment and development opportunities for local people, fully supported and coordinated through with mentoring skills provided by managers.

Developing Skills & Talent

10.3 This will consist of a menu of learning and development options including;

- Technical Competence - Including Alliance Essentials such as Health & Safety, Role specific skills, Commercial Focus and Reporting Writing. Short accredited and non-accredited courses
- Personal Development – To develop the personal and professional skills of existing staff through a range of short courses; managing people, project management, performance coaching, etc. Courses will address role essentials as set out in the L&D passports
- NVQ Accreditation - Including Customer Service, Team Leadership and Business Administration
- Training on policies and internal procedures. Emphasis on changes in legislation

Leadership Pathway

10.4 A suite of tools to develop leaders of the future and management skills that will drive a performance culture, including;

- Higher Apprenticeships including for example; level 4 AAT Accounting

- Continuous Professional Development (CPD)
- Management Skills Programme delivered to all Senior Managers
- Stride - Leadership Programme for female managers

11 Next Steps

- 11.1 Early actions include the recruitment of staff onto NVQ courses for Customer Service and Business Administration before July as funding is available for 15 places at no cost to the Councils. It is also important that the Councils move forward with the apprenticeship recruitment to catch 2016 school leavers.
- 11.2 A brand and logo is being developed with a subsequent launch and publicity around the benefits of the partnership with Derby University.
- 11.3 As the appraisals are rolled out the Learning and Development Passports are being developed for all staff, the outcomes of which will feed into a menu of options and the subsequent development of a 3 year programme which will commence from September 2016.