

Appendix C

Exeter City Council Learning & Development 20114

1 BACKGROUND

- 1.1 The Corporate Plan 2012 – 2014 stated that “it is imperative that we develop our staff and support them through change”. Progress is becoming evident in that a clear and structured approach to learning and development at the Council is helping to ensure that we develop our employees and strengthen our workforce to deliver all of the Council’s priorities.

2 PROGRESS IN 2013-14

- 2.1 A full review of all the mandatory, essential and desirable training that is requested year on year is underway and the Assistant Directors, Service Managers, HR Business Partners and the L&D Business Partner are working towards providing comprehensive Service L&D Plans which will allow us to prioritise our spend.
- 2.2 We are constantly reviewing our provision and have made some substantial changes to ensure that delivery of any training is of the highest quality, best value for the decreasing budget and provides the organisation with innovative and current requirements to meet the organisational needs.
- 2.3 The old style classroom based Induction delivered over three x 4 hour consecutive sessions, by 8 – 10 Council Officers in total has been replaced with an initial 30 minute Induction Briefing with the Chief Executive and a selection of e-learning packages. This method ensures that all New Starters have the essential training needed within their first few weeks and disruption to service is minimal. It also encourages employees to share responsibility for their own development.
- 2.4 E-learning packages are being developed regularly and are a valuable add-on to many types of training. In addition to using this type of training for ‘stand alone’ training such as Fraud & Corruption and Safeguarding Children & Vulnerable Adults, it is also proving to be a useful tool for refresher courses such as Step Away & Diversity.
- 2.5 Managers and employees have received training in the Council’s new Growth & Development Review process (formerly ‘appraisal’) and the action plans are being collated to evidence alignment with the L&D Service Plans and thereby the overall strategic direction and corporate values. Holding these records centrally in HR will allow us to track any skills shortage and be able to capture more accurate data for analysis.
- 2.6 Throughout the last 12 months we have delivered the Level 4 Higher Education Certificate in Performance Improvement Coaching to a range of officers (nearly 53% of whom are women) and are currently awaiting the results from the University of St Mark & St John, Plymouth. Our intention is to pool together our current Level 5, and future Level 7 Coaches with the new cohort of Level 4’s to provide the organisation with a team of Workplace Coaches. These Coaches will be available to all employees to assist in developing them within the organisation, perform more effectively and reach their potential.

2.7 The organisation has supported a number of employees to achieve academic and professional qualifications, (28 in the past two years). These were mostly a requirement for their role and we aim to continue this support subject to budget restraints and business justification.

2.8 The launch of our Apprenticeship scheme was a success and to date we have supported:

- 2 apprentices through their initial qualification and into external positions
- 2 apprentices through their initial qualification, onto a subsequent qualification and now employed by the Council
- Currently we have 6 apprentices on programme who are achieving according to their learning plans

The aim is to continue this quality scheme and ring fence two apprenticeships to those with disabilities or learning difficulties.

2.9 The Corporate Plan 2013 set the initiative “Develop appropriate training programmes to encourage a supply of potential future female senior managers and investigate ways of targeting and encouraging more women to apply for management posts”. To that end we have promoted the DCN Staff Development Programme which 3 female employees applied for and also promoted “Aspire” events to our female managers. (Aspire is an internationally recognised women’s organisation which provides leadership events, research and coaching for women leaders).

3 ONGOING IN 2014

3.1 Around 42 managers (45% of whom are women) are currently enrolled on a new modular based Management Development Programme aimed at providing ground roots learning in human resources issues and corporate management. This programme has been created in conjunction with South West Councils and so far 12 of the managers have also signed up to achieve an ILM Level 3 Award in Leadership & Management alongside the associated modules. Further modules are currently being developed to be scheduled for later in the year.

3.2 We continue to pursue the possibility of more joint working with other organisations and regularly coordinate training with DCC and Teignbridge District Council.

3.3 We propose to continue support for SMT with any future decisions to engage in their own development needs such as the development and roll out of a Behaviours Framework and delivery of an Organisational/Leadership Development programme.

LEARNING AND DEVELOPMENT PARTNER