

Appendix C

Exeter City Council Learning & Development 2014-15

1 BACKGROUND

- 1.1 The Corporate Plan 2012 – 2014 stated that “it is imperative that we develop our staff and support them through change”. A more structured approach to identifying and accessing learning and development by means of Growth & Development Reviews and Service Learning and Development Plans at the Council is providing a much clearer process and pathway which ensures that we develop our employees and strengthen our workforce to deliver all of the Council’s priorities.

2 PROGRESS IN 2014-15

- 2.1 All the mandatory, essential and desirable training (including CPD qualifications and bespoke training) that was requested has either been delivered or is underway and the Assistant Directors, Service Managers, HR Business Partners and the L&D Business Partner are working more cohesively to provide comprehensive Service L&D Plans which 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 training is of the highest quality, best value for the budget and provides the organisation with innovative and current requirements to meet the organisational needs. In September 2014 we joined forces with Teignbridge District Council who now provide all our e-learning packages through the e-Academy. Take up by employees has been steady and we anticipate greater usage when our current IT Trainer retires in July. Assorted video packages have also been purchased to supplement our resources for manager’s tool kits and these will shortly be available through the intranet.
- 2.3 An Induction Briefing with the Chief Executive alongside a selection of e-learning packages has proved to be an efficient method of ensuring 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 Implementation of the Growth & Development Review process (formerly ‘appraisal’) and the resulting action plans have provided some clear evidence of planning to meet service objectives as well as personal development for employees. Holding these records centrally in HR has been problematic in the first year as some managers have not forwarded the documentation for processing but this has been addressed via SMT.
- 2.5 Throughout the last 12 months we have continued to provide the ILM Level 5 & 7 qualifications in Coaching in affiliation with South West Councils. Our intention to pool together our previously qualified Level 4 Coaches, and the new 5’s and 7’s to provide the organisation with a team of Workplace Coaches has been implemented with success and these Coaches are available to all employees to assist in developing them within the organisation, perform more effectively and reach their potential. Take up by employees since January 2015 has been steady and manageable.
- 2.6 The Apprenticeship scheme continues with some excellent successes and to date we have supported:

- 3 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
- 2 apprentices through their initial qualification and about to commence their next level in September
- Currently we have 3 apprentices on programme who are achieving according to their learning plans
- 2 places waiting to be advertised – one in Markets & Halls (Corn Exchange) and one in Economy and Tourism

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

3 ONGOING IN 2015

- 3.1 In excess of 45 managers enrolled on the modular based Management Development Programme aimed at providing ground roots learning in human resources issues and corporate management and they are currently identifying which of their direct reports should be enrolling on the next programme which commences in September. The programme was created in conjunction with South West Councils and 6 of the initial cohort have also achieved an ILM Level 3 Award in Leadership & Management alongside the associated modules. This facility will also be made available to future cohorts.
- 3.2 We continue to pursue the possibility of more joint working with other organisations and regularly coordinate training with DCC, Mid Devon and Teignbridge District Councils.
- 3.3 We continue support for SMT with regard to their ongoing organisational and personal development needs whilst working with Sampson Hall Ltd and are prepared to continue with support for the organisation and its employees when further needs have been identified.
- 3.4 Currently awaiting a senior management decision on the roll out of a Behaviours Framework which has been developed with working parties during the last 6 months.
- 3.5 Continuing to support students from Year 10's through to University graduates with their requests for work experience in a variety of departments across the Council. This year we have successfully placed 24 students with more requests received weekly.

LEARNING AND DEVELOPMENT PARTNER