

Report for: INFORMATION



Contains Confidential or Exempt Information	NO - Part I
Title	Transformation Programme, Right People, Right Tools - Learning and Development
Responsible Officer(s)	Alison Alexander, Managing Director and Strategic Director, Adults, Children and Health.
Contact officer, job title and phone number	Terry Baldwin, Head of Human Resources
Member reporting	
For Consideration By	Audit and Performance Review Panel
Date to be Considered	30 August 2016
Implementation Date if Not Called In	N/A
Affected Wards	None

REPORT SUMMARY

In 2016 Cabinet approved a Transformation Plan with three strands: Knowing Our Services Programme; Having the Right People and Tools Programme and Delivering Differently Programme. This report provides the Audit and Performance Panel with information on the progress on strand two: Having the Right People and Tools.

To deliver a comprehensive programme that secures the right people and tools in the organisation the Learning and Development function of the council was centralised. Centralisation of the team has impacted significantly on the strategic delivery of the transformation strand. Therefore the focus of this report is on the work of the new team against expectation.

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Audit and Performance Review Panel to:

- i. Review the work to date under the transformation programme – right people and tools.

2. BACKGROUND

Transformation

- 2.1 The Royal Borough's Transformation strategy states, "Our transformation programme is designed to respond to the changing environment of local government. The public sector is at a turning point in its evolution; change is the norm and 'change ready', agile and commercially focused public service organisations are required.

Anticipated outcomes of our transformation programme By 2018 we expect to be a council which is:

- **Resident Focused** – Our customers will be able to access some services 24/7 and self-service for simple transactions will become the norm. Where possible, we will develop a single view of the customer, to ensure our staff have the right information and our customers receive consistently high levels of service, resolved at the first point of contact. Service will be provided at the point of need, be that in council buildings, through our libraries, through partner buildings and, if needed, in customers' homes.
- **Value for Money** – RBWM will be 'Lean', in terms of efficient and effective processes. We will implement a 'mixed economy' of different delivery models for our services, adopting the best model for each service, rather than a one size fits all approach. Being flexible about our future operating models will provide us with the ability to flex the size and shape of RBWM over time to meet demands and pressures, such as funding, demographic and policy changes.
- **Delivering Together** – We will be a smaller, smarter organisation, having successfully built sustainable partnerships across the public, third sector and private sectors and through them support the changing behaviours and needs of our residents. Our operating models will make us a sustainable council. We will continue to champion the Big Society, and will have devolved service provision through local partners and communities where the will to do so exists. We will also seek to optimise use of our assets and be smarter in our procurement activities.
- **Equipped for the Future** – We will continue to lead the way in local government, an innovative and self-sustaining council staffed by professional, trained officers with real ambition for our communities; a flexible and agile council that is an employer of choice in our sector and which residents are proud of.

STRAND TWO - 'HAVING THE RIGHT PEOPLE AND TOOLS'

To do this successfully we will require leaders, managers and officers with a broad range of skills who can help articulate challenges and spot opportunities for communities and the council alike. A key part of our transformation programme will be creating a strong 'can do' organisational culture, with modern managers and modern management skills. The key outputs of this work strand are:

- Managers who have a shared understanding of the fundamental tools and techniques of management and an appreciation of the essential role of leadership;

- Managers who have a shared understanding of change and project management and who can employ an ‘Agile Approach’ to delivering beneficial outcomes;
- Managers who have a shared understanding of the function and importance of knowledge management such that they can ensure optimal decisions, management of risk, precision of action and required performance;
- Staff at all levels act in line with the councils CREATE values.”

2.2 To deliver our ambition of the transformation programme the council decided to pull together all learning and development across the organisation to ensure the focus was on ensuring the workforce had the right tools to be effective leaders and managers, who can manage projects in a system way and display the councils CREATE values.

Learning and development team

2.3 The purpose of the team is to deliver the key strategic priority of equipping ourselves for the future, delivering the transformation strand on having the right people and tools and to secure positive resident outcomes, through supporting our workforce with the development they require to perform their roles to the best of their abilities. The team has worked in the first six months to reduce duplication of effort and place a greater focus on the development and use of alternative learning methods, such as eLearning. Some key activities which have been undertaken include:

- Undertaking a training needs analysis.
- Development of a council wide training programme aligned to the strategic priorities and the transformation strategy.
- Increasing the skill set of front line managers through, appraisal training and sickness absence management.
- Development of the workforce leadership knowledge, skill and ability.
- Development of the Senior Leadership Team.

Training needs analysis

2.2 Prior to October 2015 service areas within the council organised training to meet employee’s requirements. This meant areas made decisions on training activities which led, at times, to duplication of training, varying standards and an inconsistent approach to the recording of development activities.

2.4 Following the creation of the centralised team, a full training needs analysis, across the council was undertaken. Training needs were identified and budgets agreed with managers for the delivery of year one programme, see appendix 1: Training calendar. Tables 1, 2 and 3 summarise the key focus of the training needs analysis for each directorate.

Table 1: Key focus for Corporate and Community services

Statutory training	A review of the requirement of statutory training is ongoing. Statutory training has been commissioned, including fire warden training, first aid and tree management, but further analysis is to be undertaken to ensure that the directorate is compliant with all
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	requirements.
Leadership development	Individual leadership potential has been considered and an externally accredited qualification has been offered to one individual, this is subject to a retention learning agreement. Further individual leadership potential is being explored through engagement with service managers to identify high potential staff.
Customer service training	A course in delivering excellent customer services has been developed following a need identified in Finance Operations. This course is now being rolled out to a wider audience across all directorates to improve customer service for our residents and also for internal customers.

Table 2: Key focus for Adult, Children and Health Services

Statutory training	<p>All statutory training for the Adult, Children and Health Services Directorate has been commissioned and monitoring is ongoing to ensure that all staff are compliant with statutory requirements. This training includes Safeguarding, Manual Handling and Infection Control.</p> <p>The quality of this training is continually monitored by the Learning and Development team and attendee feedback is taken into account. Overall organisational impact is monitored through reviewing training provision with all service managers within the directorate.</p>
Specialist training	All requested high priority specialist training has been commissioned; this includes Child Sexual Exploitation and Duty of Candour training. Contingency is built into budgets to allow for changing priorities in specialist training and for money to be reassigned should the need of the service change.

Table 3: Key Focus for Operations and Customer services

Statutory training	Statutory training is an important focus for Operations and Customer Services including lone worker, manual handling and health and safety law training, a plan has been developed to ensure that all statutory training takes place and targets the correct individuals.
Safeguarding	Given the level of interaction with the community, many staff within this directorate have safeguarding is seen as an important area of training. In line with this, an awareness course has been developed which covers safeguarding of children and adults. This is being delivered to great success in Libraries, Arts and Heritage services. This course can be delivered further within the directorate where required.
IT training	A significant amount of staff requested IT training in basic Microsoft Office packages. To facilitate this in the most cost effective way an eLearning package has been commissioned. This allows individuals to learn at a rate that suits them and training can be delivered to a large number of employees in a relatively short period of time. The e learning package will be available to all RBWM staff from all Directorates.

- 2.5 142 internal training events have been run by the Learning and Development team this financial year, in addition to the 'Agile' project management training delivered by Cllr Brimacombe to 98 managers and leaders. Additional, specific learning interventions have been sourced for individuals including external conferences, qualifications and seminars. 702 council staff have attended these training events, including:
- Data Protection and Information Security
 - Health and Safety Level 1, 2 and 3
 - Agresso system
 - iTrent system
 - Fire Warden
 - Risk Management
 - Flood awareness
- 2.6 Staff of private and voluntary institutions, including care homes and charities, are able to attend the majority of the learning events run. The training calendar is also available for members, who may wish to attend any of the training courses available.
- 2.7 A further 92 learning event have been organised for the remaining six months of the financial year. Though these are commissioned, should organisational needs change within the council or within specific directorates, the training programme is flexible enough to review and accommodate new requirements.
- 2.8 An improved monitoring and governance process has been implemented within the Learning and Development team in partnership with subject matter experts within the council. Completion of training will be monitored in all statutory and mandatory training to ensure compliance.

On the job learning

- 2.9 It is important to acknowledge the large amount of learning which happens outside of traditional training courses. This can include learning from peers, job shadowing and attendance at meetings.
- 2.10 Previously within the council commissioning a training course was seen as the solution to improving performance on a variety of issues. The learning and development team seek to promote a culture where a blended approach is utilised and learning on the job is given prominence. Now, any manager seeking to commission or book staff on a training course is offered challenge to ensure that this is the most appropriate method of learning. Through doing this learning and development can ensure that training budgets are spent appropriately and that staff time is used effectively.

Training calendar

- 2.11 A calendar and course catalogue has been developed to assist staff in managing their own learning. This calendar, attached as appendix 1 and also available via hyperwave, captures all the training on offer to staff. It is reviewed and updated on a continual basis to ensure that it reflects our current learning and development offering.

2.12 This calendar has proved successful in allowing staff and managers to forward plan and anticipate capacity issues. Through this we have seen a significant decrease in cancellations of attendees to courses. The calendar allows staff to easily check the learning outcomes of each course and ensure that it is appropriate for them. In addition, the course catalogue identifies how the training provided supports our strategic objectives and manifesto commitments. Table 4 provides an example of how training courses are laid out in the training catalogue.

Table 4: Training course outline

Course Title	<u>Care Act - General Awareness Level 1</u>
Description	This training is a basic awareness so not suitable for those who have already attended the Module 1, 2 or 3 of the previously delivered Care Act training. These sessions are to give those attending a general understanding of the Care Act.
Learning Outcome	<ul style="list-style-type: none"> • The Care Act: When, Why, Who, Where and What • The wellbeing principle • General duties to all residents • Duties to individuals who meet a certain criteria • Duties to people receiving care and support • Individual's journey through the reformed system • What might this mean for Local Authorities, partners and care organisations
Target Audience	For all those Non Care Management, Finance, Procurement, CAM Team, Housing, A&I Team, Day Services, Administration Staff & Health Colleagues.
Link to Strategic Priorities	Equipping Ourselves for the Future <ul style="list-style-type: none"> • Equipping Our Workforce • Developing Our systems and Structures
Link to Manifesto Commitments	7.1 Ensure residents who receive council care are covered by a care plan 7.5 Train all staff, and work with partners, to recognise symptoms to guard vulnerable people against abuse

eLearning

2.13 Staff at the council have access to a dynamic learning environment to complement face-to-face learning opportunities. This provides staff with an eLearning platform, plus access to a pool of existing eLearning modules as well as courses designed and published by other local authorities.

2.14 So far this financial year there have been 242 eLearning course completions with the numbers undertaking eLearning rising as specific courses are being widely advertised. ELearning usage is likely to continue to rise as the Learning and Development team are promoting the courses to staff and also holding drop in

sessions on how to use the eLearning content for staff who require support. In addition sessions are being held on the functionality of Quality Matters (the Councils dynamic learning environment).

- 2.15 Typical face-to-face training costs and comparative savings are difficult to determine as they can range in cost from £45-£500 per day, depending upon the type of course. However, by using a conservative price of £40 per course RBWM could have spent £9,600 on those eLearning courses completed if they were delivered face-to-face.

Leadership development

- 2.16 The culture at the Royal Borough encourages our senior leaders to think and act differently. Leaders are required to developing creative solutions, being transformational and innovative, acting with integrity, whilst adopting a consultative approach.
- 2.17 To support this leadership in the Royal Borough principles have been developed to articulate to leaders what is expected of them and offers staff an insight into our leadership expectations. This is due to be launched and shared with the senior leadership team on 20 September 2016. This document will be used for recruitment purposes to give prospective candidates a view of what we as a council expect from our leadership.
- 2.18 Due to organisational changes in structure and delivery method, through the delivering differently programmes, coaching support will be offered to the Senior Leadership Team (Directors, Deputy Directors and Heads of Service) so that they have the support required to manage their staff and service areas through this change.
- 2.19 As of September 2016 an on-demand coaching and mentoring service, allowing leaders to work with a coach, mentor or thinking partner will be offered to the Senior Leadership Team. Senior leaders can work through any aspect of their job they need clarity on or develop skills, knowledge or understanding. Users book 30 minute sessions that fit in with the demands of the job.
- 2.20 Through offering this service to our senior leaders we are equipping them with the tools necessary to manage through change. Senior leaders can utilise this service as and when it suits their schedule and as such the programme will have minimal impact on service delivery.
- 2.21 Thrive Partners, a small but industry recognised leadership coaching consultancy have been commissioned to deliver 80 on demand coaching sessions for senior leaders at a total cost of £10,000, which represents an investment of £125 for each session. This is an extremely cost effective method of supplying coaching support. The approach will be reviewed after 3 months of delivery to ensure that it is fit for purpose and also identify if the programme should be extended to include tier three managers.

Management training

- 2.22 Additional support for line managers was highlighted as an organisational need. 'Bite size' 45 minute sessions are now being run by the Human Resource Business Partnering team for line managers in:

- Absence management
- Performance management
- Recruitment

2.23 Through these sessions line managers are educated and encouraged to follow correct process, resulting in better performance management, reduced absence and more effective recruitment. The courses have been well attended and the feedback very positive.

Line management induction

2.24 New line managers, both internal and external, are also being supported through a specific HR line management induction. This talks through line management responsibility and the support that the HR team can offer, including dealing with performance, absence and also an introduction to the wider HR team.

Appraisals and objective setting workshops

2.25 Workshops in managing appraisals and setting objectives have additionally been covered. The aim of the workshops is to guide line managers to the correct process and ensure that performance is being managed fairly across the organisation. In addition to the workshops, peer reviews of objectives have been carried out across directorates to ensure as far as possible, a consistent approach is adopted.

People Action Plan

2.26 In order to streamline the variety of activities being undertaken by Human Resources a 'People Action Plan' has been developed. All action plans which sit within Human Resources can be tracked via this plan.

2.27 Included in this plan are 42 actions which are key to delivering our human resource priorities. This plan focuses on:

- 2016 staff survey results
- Well Being Strategy
- Organisational Development Strategy

2.28 Through having one plan, it has more visibility across the Human Resources team and tracking of completion is easy. This plan can be viewed by everyone and thus completion is trackable.

2.29 The action plan is monitored and updated on a regular basis should any further people related actions need to be undertaken. See appendix 2 for the People Action Plan. An additional column will be added to the People Action Plan which will show progress to date and next steps.

3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date delivered by
All training required by	>100% of training	100% of training	10% more training	20% more training	31 March 2017

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date delivered by
the council delivered to a high standard	required delivered	require delivered	delivered	delivered	
Improved line management capability	>5% improvement in staff survey positive response score on line management capability	5% improvement in staff survey positive response score on line management capability	10% improvement in staff survey positive response score on line management capability	15% improvement in staff survey positive response score on line management capability	31 Feb 2017
Improved leadership capability	>5% improvement in staff survey positive response score on leadership capability	5% improvement in staff survey positive response score on leadership capability	10% improvement in staff survey positive response score on leadership capability	15% improvement in staff survey positive response score on leadership capability	31 Feb 2017
People action plan completed	>100% of actions on the people action plan completed on time	100% of actions on the people action plan completed on time	100% of actions on the people action plan completed ahead of schedule	100% of actions on the people action plan completed ahead of schedule with additional actions added	31 March 2017

4. FINANCIAL DETAILS

Financial impact on the budget

Budget breakdown Corporate and Community Services

Service Area	Budget	Agreed	Remaining	FTE	Spend per FTW
Communities and Economic Development	£13,175	-£890.	£12,285	35.59	£370.18
Planning, Development and Regeneration	£8,530	-£5,545	£2,985	49.85	£171.11
Governance, Partnerships, Performance and Policy	£1,475	£0	£1,475	36.37	£40.55
Finance	£8,220	-£700	£7,520	66.63	£123.36
Overall	£31,400	-£7,135	£24,265	189.44	£165.75

Budget breakdown Adult Children and Health service

Service Area	Actual	Spent	Remaining	FTE	Spend per FTE
Early Help & Safeguarding	£118,780	-£10,598	£108,182	182.03	£652.25
Health & Adult Social Care	£124,395	-£92,377	£32,018	192.50	£646.20
Schools & Education	£2,070	-£579.60	£1,490	27.57	£75.08
Commissioning Adults Children & Health	£21,230	-£6,575	£14,655	73.32	£289.55
Human Resources	£3,755	-£1,870	£1,885	28.78	£130.47
Overall	£270,230	- £111,999	£158,231	506.20	£533.84

Budget breakdown Operations and Customer services

Service Area	Actual	Spent	Remaining	FTE	Spend per FTE
Customer Services	£7,800	£0.00	£7,800.00	56.59	£137.83
Libraries, Arts and Heritage	£2,500	-£1,200.00	£1,300.00	61.73	£40.49
Revenue and Benefits	£2,850	-£900.00	£1,950.00	43.31	£65.80
Information Technology Services	£18,000	£0.00	£18,000	31.62	£569.25
Community Protection and Enforcement	£32,170	-£110	£32,060	80.28	£400.72
Highways and Transport	£18,350	-£9,189	£9,161	68.67	£267.22
Directors Office	£1,000	£0.00	£1,000		
Overall	£82,670	-11,399	£71,271	344.21	£240.173

5. LEGAL IMPLICATIONS

5.1 None

6. VALUE FOR MONEY

6.1 The overall budget for 2016/17 to deliver the training identified from the training needs analysis is £384,300, equating to £369 per FTE (Full time equivalent), based on 1,040 FTE. This compares to £590,840 (£548 per FTE based on 1079 FTE as of March 2016) which was coded as learning and development activities in 2015 / 2016, highlighting the additional efficiencies available from centralising resources and undertaking a full training needs analysis. This training budget meets both statutory (required by law) and discretionary training.

8. LINKS TO STRATEGIC OBJECTIVES

8.1 All training provided supports the strategic objectives of the Royal Borough of Windsor and Maidenhead. Care is given when commissioning training to ensure that staff have all the required level of skill to support the delivery of the strategic objectives and manifesto commitments.

8.2 As part of the training calendar each training course commissioned supports the delivery of the strategic objectives and manifesto commitments is high lighted.

9. APPENDICES

- Training calendar
- People action plan

10. BACKGROUND INFORMATION

- Council Strategic Plan
- Transformation strategy

REPORT HISTORY

Decision type:	Urgency item?
For information	No

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