



Report Title: **Summary Overview of key OD and Learning Activities April – November 2007**

Forward Plan reference number (if applicable): **n/a**

Report of: **Corporate Head of OD**

Wards(s) affected: **N/A**

Report for: **Non-Key Decision**

1. Purpose

- 1.1 This paper sets out the different learning and development programmes managed by the OD Service and open to staff across the Council, and to people working within Haringey in the private and voluntary sector.
- 1.2 The report looks at the rationale for investing in employee learning and development and sets out how OD measures the value of the Learning and Development programmes to the Council

2. Introduction by Cabinet Member

This is the first report of a number that will be reported to Members to update them on the work of the Organisational Development service and demonstrate how the council is supporting the engagement, learning and development of its staff.

3. Recommendations

- 3.1 Note the positive contribution of the council's learning and development programmes to improving service performance and employee engagement.
- 3.2 Note the positive outcome to our recent liP assessment (5th to 16th November) against the new and harder liP standard.
- 3.3 Note the 25% reduction in training spend achieved in 2006/7 has meant that the current level of demand for courses is running in excess of supply.
- 3.4 Note the impact on the short course programme of a further £50k budget cut.

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4. Chief Financial Officer Comments

4.1 The Chief Financial Officer has been consulted on the contents of this report and has no additional comments to make.

5. Head of Legal Services Comments

5.1 The Head of Legal Services has been consulted on the content of this report and comments that there are no specific legal implications arising from the recommendations.

6. Local Government (Access to Information) Act 1985

6. Background

This paper describes the different learning and development programmes managed by the OD Service and open to staff across the Council, and to people working within Haringey in the private and voluntary sector. The report describes:

- key areas of activity;
- details numbers of staff attending courses and development programmes;
- looks at the rationale for investing in employee learning and development
- and lastly sets out how OD measures the value of the Learning and Development programmes to the Council.

7. Key Areas of Activity and Attendance

7.1 **Council Wide Short Course Programme** is open to all council employees, comprises some 65 course titles and 179 days of taught training a year. The programme is both highly regarded (90% plus of staff rate courses as good or excellent value to their work) and cost effective (£105 per delegate per day).

Between April and September 2007, over 975 staff attended courses and workshops from the Smart Learning for Smart Working short course programme.

All the courses on the Short Course programme are designed to support the council's nine competency clusters and the skills knowledge and attitudes needed by staff to deliver good services. Examples of courses are listed below (table 1)

Table 1

Customer focus <i>e.g.</i> Introduction to customer focus Dealing with difficult situations*	Communicating effectively and appreciating diversity <i>e.g.</i> Achieving equality and managing diversity Managing diversity Effective writing skills*
Networks and partnerships <i>e.g.</i> Working in partnership* Making public consultation work*	Managing people <i>e.g.</i> Absence management Managing conduct and capability Coaching skills for managers
Self-discipline and organisation <i>e.g.</i> Introduction to project management* Procurement essentials	Innovation and finding solutions <i>e.g.</i> Creative thinking and problem solving*
Political and organisational awareness <i>e.g.</i> Corporate Induction	Self development and learning <i>e.g.</i> Springboard – self development for women* Creating your ideal retirement*
Leading change <i>e.g.</i> Introduction to change management*	

A key area of activity for the 2007/8 programme is Customer Focus. There are three courses on the Short Course programme relating to customer focus.

- Introduction to customer focus (previously Customer Care)
- Dealing with difficult situations (previously Dealing with Aggressive people)
- Investigating complaints

Over **165** people have attended these courses in the past 12 months. During this period OD have also ran specially designed customer focus training activities for reception staff, cleaners, and people in Enforcement and Streetscene. Over **125** people attended these events.

Corporate induction includes a presentation by the Council's Customer Focus Manager on the importance of customer focus. More than **300** people have attended a Corporate Induction in the last 12 months.

Course Access: The first point of contact to courses in OD is either the Short course Brochure or the Learning Zone on Harinet. Between May and September the learning zone had over 114,000 visits to its pages accounting for 12.5% of total usage of Harinet

7.2 Management of the Council's Investors in People status: OD oversees the Council's iP status and ensures that people understand what is required by the standard and that assessments are planned, prepared for and risks are identified and managed. Our iP assessor interviewed 200 people (members, managers and staff) as part of our – successful- reassessment in November 2007 (against the new, and significantly harder iP standard).

7.3 Cohort Training and Advisory activities: OD provide cohort training to a range of teams across the council, including diagnostic work, design and delivery of workshops and bespoke courses. Examples of this sort of activities range from small scale facilitated team events e.g. a team building event for Legal Services for 5 people to large scale series of events to support the new Performance Appraisal form and Competency Framework which was spread over 10 events reaching 741 people. 99% of attendees agreed or strongly agreed that the content of the workshops was useful and informative; 96% felt confident in using the new form and competencies.

7.4 Leadership Programme: Leaders, to succeed, must do much more than simply manage tasks and procedures. They must be able to inspire, support and encourage their teams and colleagues to produce consistently excellent results. The Leadership Programme helps leaders to develop these skills, using a variety of techniques including 360-degree feedback and psychometric profiling, workshops, project work and coaching.

The first cohort of fourth and fifth tier managers (42 in total) began the revised Leadership Programme in November '06. All workshops and action learning sets for this group are now complete. The second cohort of 40 has completed 40% of the coaching element and 1 out of 3 of each of the workshops and action learning sets. Project work is continuing with sponsors and groups are meeting on a monthly basis to achieve scope and objectives.

Feedback on all elements of the programme is extremely positive. 84% of respondents to a survey agreed/strongly agreed that the leadership programme had increased their knowledge, confidence and ability to manage the delivery of effective services.

7.5 Skills for Life (SfL) is the Government's strategy for improving basic skills, namely literacy, language, numeracy (LLN) and computer skills of the population. Following successful piloting in two services during 2006/7, a Steering Group has been set up with representatives from across the Council, the Unions and HR. The Haringey Skills for Life Steering Group has identified the following four aims for SfL in Haringey:

- To expand the scope of our existing learning culture so that all staff are aware of the importance of encouraging and attaining basic skills development
- To improve the overall levels of literacy, language and numeracy to enable staff to perform better in their role and progress in their work along with enhancing their quality of life.
- To raise awareness and establish strong foundations for sustainable basic skills development which will have an enduring effect in the organisation.
- To build on existing partnerships, with effective joint working between all agencies and partners

The Steering Group has identified Parks and Adult Social Care as areas that are ready for skills for life programmes. Planning meetings are now being held with these groups.

7.6 Graduate Programme: The twelve new 2007 Graduates joined the Council as planned at the beginning of September. They attended a Graduate Induction Programme in their first week and started their six- week departmental induction. They will meet monthly as a team and have a three-way meeting with their line manager and a member of the OD service. They will be joined shortly by three additional professional graduates.

7.7 Aiming High programme is specifically designed for people who can demonstrate the talent and potential to move into future senior management positions. It aims to support the progression of participants including Black and minority ethnic (BME) staff, Disabled staff and staff from the Voluntary Sector into senior leadership roles and to improve the diversity of leaders at senior levels within the Council.

The 2006/7 participants are due to complete in January 2008. During September the group worked to complete their individual service improvement project and their qualification. They attended a very successful workshop on Presenting Yourself Positively, and each had a three-way meeting with their line manager and programme manager.

7.8 E-learning has been available to staff since October 2006. We offer over 30 courses on subjects directly relevant to local government and individual skills development. In the period January to September 2007 there have been a total of **1033** courses started and **749** course completions.. The catalogue of courses has considerably added to the range of learning made available to staff, and feedback on the whole has been positive.

8. Social Care Sector Development

8.1 Trainee Social Work scheme was implemented in Haringey in April 2005 in line with Department of Health guidance and funding - and as part of Haringey's workforce development strategy to address problems in recruiting and retaining social workers. Since then, OD have worked to recruit and develop 28 trainees.

Trainees have been recruited at undergraduate and post-graduate level. This year, Haringey received over 500 applications for 8 trainee posts.

Of the 28 trainees recruited to date 26 remain on the scheme - two trainees resigned deciding that social work was not the career for them or for personal reasons. This summer 12 newly qualified social workers graduated and took up vacant positions across Children's and Adults services.

8.2 Initial Skills Assessments for Social Carers: All Social Care NVQ candidates are now required to complete an Initial Skills Assessment to ensure they have the suitable language and literacy skills to achieve the required NVQ in Care. OD have worked with local colleges to deliver the support courses which were funded through European Social Fund monies. During the last year:

- 204 candidates were assessed prior to being accepted onto an NVQ programme in Care
- 15 candidates were identified as requiring additional support in ESOL (4 from Haringey and 11 from Community, Voluntary Sector (CVS))

The pre test proved to be an effective way of identifying people with literacy and language difficulties. The resulting courses were designed to meet the specific needs of care workers. This was done so that staff could use their new skills immediately after starting the course. The content of the course covered communication with service users & relatives; telephone skills and recording & writing reports.

8.3 Social Care Development : In the first part of the year (March-May) OD ran some forty courses with 1100 attendees across the social care sector including the PCT, Mental Health trust and private and voluntary sectors. The largest course in this period was the Mental Capacity Act briefing a statutory requirement for those working in Mental Health Services.

OD also manages NVQ's across the Social Care sector in Haringey. These nationally recognised qualifications prove that care workers have the skills and ability to do their job. To gain an NVQ, candidates must complete a number of units. The NVQ's are very flexible and can be delivered in a number of ways (i.e. an external provider such as a local college; internally via an approved pool of assessors with staff attending monthly workshops or on a one to one basis with no workshops). Between March and May 2007, OD ran twenty-four courses with 406 attendees of which 222 were external voluntary sector and PCT partners.

9. Why do we need to develop our staff?

As an Investors in People organisation, the council is committed to investing in the development of its people as a means of delivering good services.

Training is something that few organisations can afford not to offer. It is an “expected” item of investment and highly valued by employees. The Council's training and development offer is highly rated. Good opportunities and investment in staff development was cited by some 90% of staff as the second most important reason for working (and staying working) in the council in the 2004 staff event (after flexitime).

Research by the Institute of Employment Studies found that developing the skills and competence of the workforce is the most important factor in making employees feel valued, engaged and committed to the organisation they work for. There is a strong correlation between high levels of staff engagement and excellent council performance. Engaged employees work harder, have lower levels of sickness and are less likely to leave.

All the courses and development programmes managed through OD are open to anyone who works for the council who can demonstrate that they have a learning need and will benefit. Courses and programmes are specifically designed to:

- **support the skills, knowledge and behaviours** (competencies) staff need to deliver the council's priorities
- **bridge identified skills and knowledge gaps** required to improve performance
- **address common learning and development needs** identified in directorate people plans.
- ensure that everyone in the council has **equal access** to the learning and development they need to do their jobs better.

10 How do we measure the value of the Learning and Development programmes to the Council?

The value of learning and training to the council is measured in a number ways to provide measures of:

1. Return on expectation
2. Key performance indicators
3. Return on investment
4. Learning function efficiency

10.1 Return on Expectation:

OD uses the Kirkpatrick model to assess return on expectations across all the programmes we run, and return on investment in key areas of spend. The Kirkpatrick four level evaluation model measures, over a one to 12 month period:

- LEVEL 1: reaction of student - what they thought and felt about the training.
- LEVEL 2: learning – knowledge / capability gain
- LEVEL 3: behaviour - extent of behaviour and capability improvement and implementation/application.
- LEVEL 4: results - contribution to organisational performance and return on investment.

This means that delegates on all courses are asked to fill in a feedback sheet giving their immediate reactions to the course, its contents and the way it was delivered. This information is used to ensure that the courses are meeting the participants' immediate needs and to highlight any improvements that can be made to the courses themselves. Overall, the results are very positive.

The two most significant measures that participants are asked to rate are:

- a) the value of the course to your work and
- b) the value of the course to your team/business unit/ the council as a whole.

The council's Short Course programme consistently scores above 90% positive; social care courses consistently score above 94% positive.

10.2 Key Performance Indicators

At the corporate level learning and development activities contributes to the achievement of the Council's priorities by supporting individuals to do their jobs more effectively and develop their careers by increasing their skills and knowledge and helping to ensure they are well inducted, managed and understand what the council expects of them.

Key deliverables

- liP re-recognition in November 2007 against a harder, more challenging standard.
- 90% of staff understand the councils aims and objectives
- 77% of permanent staff receive an annual appraisal up from 44% in 2002;
- 61% staff receive feedback on their performance up from 53% in 2003; 54 % of staff coached – up from 42% in 2003; and 11 pt improvement in no. staff feeling valued by the organisation.
- Good results against equalities PI's including staff survey results for perception of equal treatment in relation to overall treatment; more specifically for opportunities for development.
- Diversity successfully mainstreamed into design, access, delivery and evaluation of the programme
- Good opportunities and investment in staff development cited by some 90% of staff as the second most important reason for working (and staying working) in the council in the 2004 staff event (after flexitime).
- In the most recent staff survey over two thirds of respondents said that their performance had improved as a result of learning and development activities they had attended.

10.3 Financial Implications: Return on Investment and Learning function efficiency.

Direct spending on courses consists almost entirely of payments to external trainers for developing and delivering courses. There is some expenditure for the hire of training rooms when suitable council-owned premises are not available.

Current cost per delegate per day is currently around £115 (As a point of comparison, the going rate for attending, as an individual, similar courses provided by an external training company on their own premises is somewhere between £400 and £750 per day.)

We have delivered a 15.5% reduction in OD salary and budget spend over the last two years – and a 25% reduction in training spend. The challenge is to ensure that the learning and development programmes run by OD are both cost-efficient and effective. OD have sought to achieved this by:

10.3.1 Rationalising how OD interfaces with Directorates and Business Units. We have:

- streamlined key roles in HR and OD to create HR business partners
- redesigned training administrative functions and where possible simplifying processes (e.g. confirmations; electronic distribution of course packs rather than paper) reducing by 30% the number of training support officers. We plan to move the enquiry and system maintenance support functions to the HR Shared Service Centre once established in 2008/9.
- reduced generic OD and Learning support to Directorates (i.e. workshop facilitation; management and hosting of Directorate seminars / events)

10.3.2 Reduced spend on council wide learning and development courses and programmes. We have:

- reduced the number of Council Wide classroom based courses by 10%
- doubled the number of e-learning courses titles available to staff.
- reduced the number of Leadership Programme places offered per annum by 25% but increased the taught parts of the programme by 50% and introduced three way coaching sessions to ensure better management involvement and buy in to the programme.
- Reduced spend on external training consultants by using in-house staff to deliver courses
- stopped providing lunch for course participants.
- Re-tendered Council Wide learning and Development activities (achieving an 8% reduction in daily rate of training providers). This framework contract will also allow better management of control of OD related activities across the council;
- Increased the number of course participants per course from 12 to 15.

10.3.3 Rethought key aspects of OD service design in order to focus resources on those areas where they will have greatest impact on money and performance. We have:

- Identified key courses as Essential to Role and made them mandatory for identified groups of staff (sickness management; managing conduct and capability; budget management)

Nevertheless, the 25% reduction in training spend achieved in 2006/7 has meant that the current level of demand for courses is running in excess of supply – and that most of our taught courses are now oversubscribed. To meet greatest areas of need OD have scheduled an extra 5 days of training from external providers. This will increase the anticipated spend (but not the cost per delegate).

10.3.4 The proposed cut of £50k to the short course programme in 2008/9 will be enormous. In particular, the result will see-

- Fewer learning opportunities for staff, learning needs not met and less support for performance improvement.
- Attendance on courses dependant on a business unit's ability to pay – rather than the learning need.

- Less equitable, open and fair access to learning and development
- Negative impact on staff motivation and belief that the council is committed to investing in people's development in order to deliver good services.
- More courses delivered by Council employees, with a knock-on effect on their availability for other tasks.