

**Learning and Development Strategy
21 November 2023**

Report of Organisational Development Manager

PURPOSE OF REPORT

To enable the Committee to consider and provide feedback on the introduction of the Learning and Development Strategy.

This report is public.

RECOMMENDATIONS

That the new Learning and Development Strategy is considered by the Committee and feedback is provided. Please note that strategies such as this do not require formal Committee approval but views are welcomed.

1.0 Introduction

1.1 The HR/OD Team are inviting comments and feedback on the introduction of a new Learning and Development Strategy. The need for a focussed strategy on learning and development was highlighted during the research and consultation phases of the People Plan.

2.0 Proposal Details

2.1 We have a range of commitments detailed in a brand-new strategy to allow us to deliver on our Council Priorities through investing in the development of staff to enhance organisational performance. There has been no formal strategy in place before.

2.2 The Chartered Institute of Personnel and Development (CIPD) states that a learning and development strategy should outline how an organisation develops its workforce's capabilities, skills, and competencies to ensure a sustainable, successful organisation. It is a key part of the overall business strategy.

2.3 As part of the development of the strategy, the principles set out in the Fair Work Charter relating to development have been followed:

- Equal opportunities
- Aiding career progression
- Developing skills through recognised qualifications, apprenticeships, etc
- Assisting employee to develop and retain skills
- Use of local educational establishments to increase skills and grow local talent
- Clear performance management processes in place to assist with skills

development and succession planning.

- 2.4 The strategy commits to nudging our learning culture to one where people are enabled to develop in the way that they want to do in order to work at their best. It brings together our commitments to our values, having effective induction and onboarding, the Performance Conversation Framework, Leadership and Management Development, the variety of ways to learn and develop, how volunteering is an effective and rewarding opportunity to develop, the importance of coaching and mentoring, the link to reward and recognition, and many more.
- 2.5 The Corporate Learning and Development (L&D) Budget will continue to be held centrally by HR with all service development expected to come from this budget. Services will be required to produce Annual Team Development Plans, identifying learning and development needs and classifying them, in order to access funding from the Corporate L&D Budget.
- 2.6 We will introduce a method to classify and prioritise access to the L&D Budget. Development will be prioritised in the following order: 1. Mandatory training, 2. Corporate training need, 3. Learning essential to perform effectively in job role, 4. Learning to enable personal or professional development.
- 2.7 We will maximise the use of the Apprenticeship Levy to deliver learning and development. Managers and employees will be strongly encouraged to consider Apprenticeship Levy funded training when considering options for learning and development. An Apprenticeship Strategy is forthcoming.
- 2.8 Employees will be entitled to 2 days per year “protected learning time” to devote to learning and development (pro-rata for part time staff) that is not mandatory training or learning essential to perform effectively in job role. Employees can choose how to use this time, in agreement with their line manager, and it can be used as two full days to attend a training course, or in smaller units of time for self-guided learning. This time will need to be recorded on a Protected Learning Time Log.
- 2.9 We have produced clear guidance on repayment of learning costs and fees. There will be no requirement for employees to repay any costs associated with learning and development that fall within the categories of Mandatory Training or Corporate Training Need or any learning and development funded by the Apprenticeship Levy. Other learning and development incurring a cost to the council will be required to be repaid under certain circumstances, detailed in the strategy.
- 2.10 Key deliverables from the strategy include the following:
- The development of a Leadership and Management network
 - Leadership and Management development through the apprenticeship levy
 - Introduction of coaching and mentoring
 - A job shadowing scheme
 - A review of our e-learning offer
 - A new Apprenticeship Strategy
 - A focus on building skills, including the introduction of role profiles
 - A robust training evaluation process in place to check for knowledge acquired, behaviour change and return on investment
 - A programme of work to update induction is already underway

3.0 Details of Consultation

3.1 We have consulted with (and sought information from)

- JCC
- Trade Unions
- Staff Ambassadors
- Managers
- Survey data
- Leadership Team

4.0 Options and Options Analysis (including risk assessment)

	Option 1: [Approve the strategy]	Option 2: [Stay as is]	Option 3: [Insert option]
Advantages	<ul style="list-style-type: none"> - More coordinated allocation of budget - Better utilisation of apprenticeship levy - Greater development time and opportunities for all - Better potential for reporting 	<ul style="list-style-type: none"> - As we are aware of the current process there will be no additional time needed to train the team or managers 	
Disadvantages	<ul style="list-style-type: none"> - The process has more forms than previously 	<ul style="list-style-type: none"> - Limited coordination of approving training requests - Underutilisation of apprenticeship levy - Limited development opportunities - Very challenging to report meaning people can abuse the budget 	
Risks	<ul style="list-style-type: none"> - The new process runs the risk of people not engaging and filling out forms incorrectly, if seen as overly 	<ul style="list-style-type: none"> - The lack of ability to report means that people can continuously put through training requests with the budget 	

	<p>complex. It's important to make these forms accessible and appropriate training offered to managers to mitigate the risk</p>	<p>code, bypassing L&D, with the team being non the wiser</p>	
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5.0 Comments and Amendments Following the Meeting of the JCC on 1 November 2023

- 5.1 The strategy has been reviewed to ensure that the requirements of the Fair Work Charter have been incorporated and further discussions to better understand the Charter are welcomed.
- 5.2 Comments around the nature of the link between learning and development and performance have been considered and the description of learning and development used by the Chartered Institute of Personnel and Development (“ensuring workers have the knowledge, skills and experience to fulfil individual and organisational needs and ambitions) has been incorporated into the first section about commitments.
- 5.3 The reference to ‘learner led learning’ has been changed so that the definition of ‘self directed learning’ according to the CIPD has been used, referring to empowering employees to take charge of their own learning needs and learn at their own pace, according to their own needs and in a style that suits them.

6.0 Officer Preferred Option (and comments)

- 6.1 Option 1, where the strategy is introduced in its current format, as this will be an important foundation in shifting our learning culture, meaning we have the development opportunities in place and workforce skills to meet our priorities and address challenges.

7.0 Conclusion

- 7.1 We recommend that we introduce this strategy in its current format, taking into consideration comments and feedback from the Committee.

CONCLUSION OF IMPACT ASSESSMENT
(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing):

n/a

LEGAL IMPLICATIONS

There are no legal implications.

FINANCIAL IMPLICATIONS

There are no financial implications to the implementation of the strategy, other than usual spend of the corporate training budget.

OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces:

This is the strategic work plan for the HR and OD team so will involve resource use from across the council.

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has been consulted and has no comments to add.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no comments to add.

BACKGROUND PAPERS

Strategy appended

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