

North Yorkshire County Council**Meeting with Members Workforce Planning Group on Training and Development - 3 June 2015**

Following the decision of the Corporate and Partnerships Overview and Committee at its meeting on 20 April 2015, that the Workforce Development Group be requested to consider the issue of how training and development is being offered to staff and how it will enable them to fulfil their roles so that the Council can achieve its 2020 vision, Councillors Bastiman and Swales meet with the Members Workforce Planning Group at its meeting on 3 June 2015.

Justine Brooksbank, Assistant Chief Executive (Business Support), Tracy Harrison, Head of Training and Learning, and Jamie Sims, Head of Workforce Development, Training and Learning Plans.

The Committee noted how the plans fitted into the Council's Strategic Framework with the 2020 workforce strategy flowing on from the at framework centring around five key priorities. These were:



As part of this strategy, there was a number of key service projects within directorates that were aimed at delivering the Council's towards its 2020 vision.

These included:

Children's Services

- Prevention – integrated service for 0-19 years and 'No Wrong Door'

Health & Adult Services

- New operating model including more investment in prevention

Business & Environment Services

- Household waste recycling
- Review of highways maintenance

Central Services

- Transfer more libraries to community ownership
- Customer service centre to focus on resolution

Members were advised that training would be given to staff to ensure that the right level of help was cascaded to those volunteers who would be involved in community libraries. The Council already had some experience in this area and would work to ensure that the good practise was carried on to any new community libraries.

These priorities sat alongside the Council's 2020 cross cutting themes as well as other service and corporate issues such as responding to the Health and Social Care Act; Graduates and Apprentices; Prevention and Safeguarding and Workforce Intelligence.

The Group were taken through the Council's Training and Learning Development Plan which showed that a range of learning opportunities were available for both managers and staff that were aimed at ensuring that the available learning was easily available and able to be flexed around the changing needs of the employee. For managers, there was training on how to improve as a manager and how to manage performance and change within a team.

A key part of the Training and Learning Plan was that it should deliver outcomes for the Council. It had been successful so far with the Council being:

- Named Social Work Employer of the Year
- Rated second nationally for Looked After Children
- Commended by Ofsted
- Endorsed by the College of Social Work as a Training Organisation
- Awarded from the Cabinet Office Innovation Fund for 'No Wrong Door'

The impact of the plan should be thought to ensure that:

- The workforce has the relevant and required knowledge and skills
- Managers have the required skills, knowledge and behaviours to lead the workforce
- The Council establishes its compliance thereby keeping the organisation safe

The plan also looked to make efficiencies with a centralised team which had achieved £214k in staff savings and a centralised training budget which achieved £227k of savings. Savings of £300k had also been made through reduced external spending (procurement, training and venues) as well as securing income from the national workforce development fund.

The Council's spend per employee for training and development was £212 which was less than the median for spending across all authorities which was £250.

Furthermore, there was a fully costed annual training plan which was reviewed bi-annually and the procurement of external delivery for Council staff was only undertaken for specific specialist areas. However, the training and learning service had also provided training for external organisations with four individual training schools asking for specific training.

Members explored how the service charged external organisations for the training it provided them and queried whether there had been an opportunity to explore the idea of establishing an arm's length organisation for the training and learning service. It was noted that this could be something that the service would look at over the next two years.

The Group noted that from April 2014 to March 15, across the Council there had been:

- 1,095 classroom training events delivered to 14,000 delegates (2,516 from the PVI Sectors)
- 323 members of staff had commenced a qualification with 325 completed and 131 on-going.
- 15,000 mandatory online learning completions (1,700 PVI Sectors)
- 2,100 CPD training and learning activities undertaken by staff
- 111 front line managers completed the Foundation Level Management Programme plus 14 graduates
- 121 managers completed the Middle Managers Programme

The Group thanked the officers for the detailed presentation which gave a very clear indication of how training and development was embedded into the council and gave reassurance that it would help the Council to evolve into its 2020 vision.