Learning and Development Strategy
2005 - 2008

CONTENTS

'Creating a
Learning Culture'

"The business case for learning

could not be more solid.

Learning leads to changes in individual capabilities

which, if properly aligned with business objectives,

will lead to improved performance.

To ask what inspires performance is,

to ask what inspires learning.

The same factors will be at work."

1.   INTRODUCTION

In November 2003 Chorley Borough Council was inspected by the Audit Commission as part of the Governments Comprehensive Performance Assessment process. At the time of this inspection, and in the final report that followed in January 2004, learning and development at the authority was described as follows:

➢   ..'it is not recognised as a learning organisation'.

➢   'the development of a skilled and effective workforce is inhibited by the lack of strategic approach…'

➢   'Training for council members is under-developed'

➢   '…take-up by individual members has been inconsistent'

➢   'Arrangements for managing training and development are inconsistent'

➢   '…current processes relating to provision of training lack transparency and staff are unclear about how decisions on training needs are made'

It is not just in response to this feedback that we have created this strategy. People are an organisations most valuable asset and it is through learning and developing that people can impact enormously on an organisations success, and for Chorley this is our staff and our Councillors.

We have therefore created this document for Chorley Borough Council with one key thought in mind……..YOU and your Learning.

➢   whatever Political Group you are in and whatever your role

➢   whether or not you manage people or resources

➢   whether you wish to progress your career or remain in your current role

➢   whatever your job is in Chorley Borough Council

Ultimately, its about YOU as part of Chorley Borough Council, as a member of a Political Group or Unit, and especially about YOU as an individual!

Chorley Borough Council values its staff as being the greatest asset it has and recognises that they play a vital role in meeting the ever increasing demands on the services we provide and achieving organisational success. In order to meet those demands, we all need to be equipped with the right knowledge and skills, at all levels, to help us deliver improved services, greater efficiency and better customer focus.

Much work is already being done to lay the foundations for learning and development in the future. However, more will need to be done for us to be able to say with confidence that learning is making a positive and clear contribution to our organisational performance.

It will take the efforts and input of everyone to achieve this.

This strategy document is one of the first steps towards achieving our aim

<div align="center">**REMEMBER – THIS IS FOR YOU AND ABOUT YOUR LEARNING!**</div>

Aim

Our aim was to create a clear strategy which outlines the development of learning in the future for the authority.

Approach

Our approach was to :

➢ Assess where we currently are

➢ Create a vision of where we want to be

➢ Create a strategy to enable us to achieve that vision

We wanted to use an established and respected model to base our strategy on and we found that the Gerard Egan Model A in Organisational and Leadership Effectiveness (fig.1) provided us with this.

However, after further work we found that an adaptation of this model was more suited to our needs. We also wanted to align the strategy to the way we manage our individual and organisational performance by using our Organisational Performance Model:
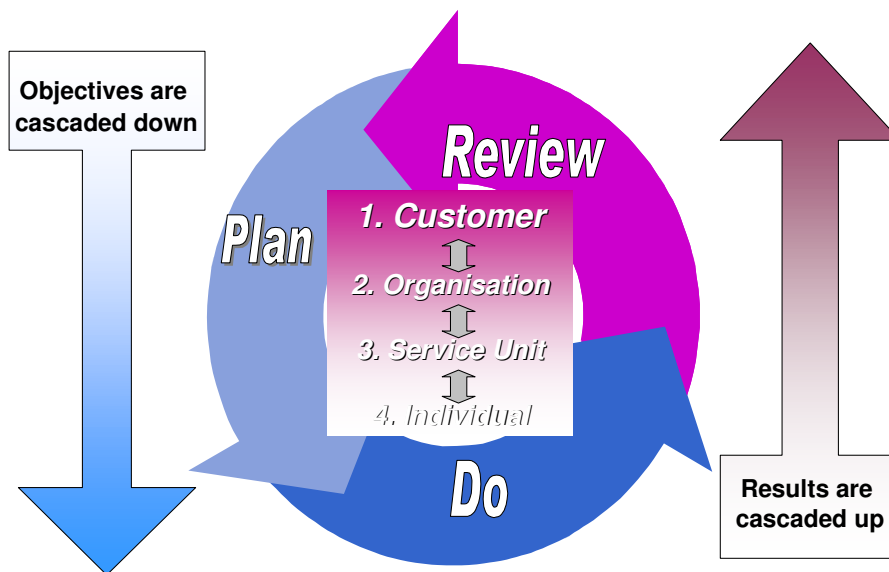
To ensure this strategy has real value to the organisation and YOU, we have consulted with the following groups:

- Councillors
- Officers
- Trade Union Representatives
- Management and Senior Management Team

Fig.1

MISSION
Who are we and what do we do?

RESOURCES
What do we need to deliver this strategy?

VISION
What are our dreams and aspirations and where do we want to be?

LEARNING ENVIRONMENT
How do we keep up-to-date with trends and developments in learning?

Chorley Borough Council

LEARNING AND DEVELOPMENT STRATEGY

LEARNING AND DEVELOPMENT VALUES
What is important to us and what do we value?

CUSTOMERS
Who are our customers, what will we do, and what do we need them to do?

SERVICES
What do we provide to our customers and do they meet the organisations objectives? What should we provide?

STAKEHOLDERS
Who is affected by what we do and what do they need from us?

SKILLS/ABILITIES
What are our current skills and abilities and do we need to develop these further?

Adapted from the "Organisational and Leadership Effectiveness Model"
(The Skilled Helper, Gerard Egan 1993)

2.   MISSION

In order to decide on our mission we had to evaluate where we think we currently are. This will give us a base line from which we can move forward. We also needed to focus on the feedback regarding our weaknesses as identified in our Comprehensive Performance Assessment. We do acknowledge that there are 'pockets' of good practice across the authority which we need to build on in order to have a more clear and consistent picture of existing good practice and how we can share this.

Our evaluation focussed on four key levels where Learning and Development occurs. Our assessment of the current situation is:

- **Councillors**

  No clear link has existed between organisational priorities and the development of our Councillors. Learning and Development has been unstructured and is organised as a result of needs being collated for a minority of our Councillors. Learning opportunities do not incorporate Corporate events currently available for Officers. Learning focuses on 'tasks' and 'roles' but not on skills.
  There is no formal evaluation process in place, although some evaluation occurs informally.

- **Organisational**

  No clear link has existed between Organisational priorities and the Corporate Programmes we currently deliver (ie ILM, ECDL, H&S).
  There is no formal evaluation process in place, although some evaluation occurs informally.

- **Unit**

  No clear formal link has existed between Unit Business Plans and Learning and Development solutions that are currently delivered. Learning and Development in this area has usually been reactive and ad-hoc. However, there is evidence to suggest that some Units have a good awareness of their needs in terms of delivering their objectives and utilise a range of different methods informally within the Unit.
  There is no formal evaluation process in place, although some evaluation occurs informally.

- **Individual**

  Individual learning and development is very much focussed on Continuous Professional Development (CPD). Learning and Development is very 'task' focussed and often has technical and legal implications. It is also usually reactive and ad-hoc.
  There is no formal evaluation process in place, although some evaluation occurs informally.

In the past, the trend in the Public Sector has been to use conferences and tutor led courses as a method to obtain knowledge and skills in relation to job roles. This is not always the most appropriate learning method, and is not always the most cost-effective in terms of the impact on the individual. However, we musn't lose sight that in some cases it is, especially in relation to very specific technical training.

We therefore aim to provide structure, variety and meaning to Learning and Development for Councillors (through individual Training Needs Analysis), the Organisation (through vision and aspirations from our Corporate Management team, The Corporate Plan, The Community Plan), Units (through Business Planning) and Individuals (through Individual Performance Management).

Level	Planning (Setting Objectives)	Doing (Monitoring)	Reviewing (Measuring)
Organisation	Community Plan Mission Vision/Aspirations Corporate Plan ↓ *are broken down into*	Organisational Key Performance Indicators, Statutory Performance Indicators, Best Value Performance Indicators, etc. ↑ *help achieve*	Performance Plus
Service Unit	Service Unit Business Plans ↓ *are broken down into*	Service Unit Key Performance Indicators, Statutory Performance Indicators, Management Performance Indicators, etc. ↑ *help achieve*	Balance Scorecard
Individual	Individual Objectives	Individual Targets monitored via One to Ones	Performance Review

Our mission going forward is:

'to clarify and strengthen the links between learning and development and corporate priorities. This will be through a structured development programme for Councillors, Corporate Initiatives, Unit and Individual development programmes, and to create a culture which supports and encourages ongoing learning'

3.   VISION

The current situation in terms of learning and development at Chorley Borough Council is that:

➢   We have a 'training' not a 'learning' culture
➢   We are training 'course' focussed
➢   We see 'Training' as the only solution to our learning and development needs
➢   We currently provide a 'one fits all' approach to training and need to move to being a more people focussed training service.

It is acknowledged that the more traditional ways of learning, such as training are not always the most effective, although we must not lose sight that courses have a part to play, especially with regard to maintaining technical skills. As part of the plan to modernise local government, we need to expand the range and variety of methods we use to suit individuals and support and encourage learning using the most effective method to meet that need. These methods may include:
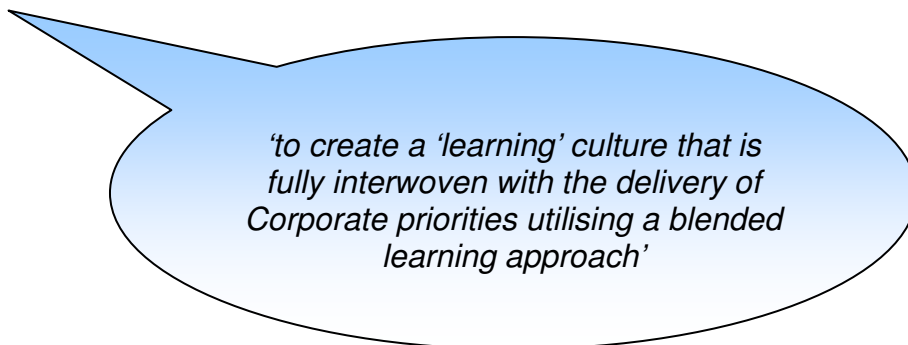
Blended Learning Approaches		
A. Obtaining Best Practice Information	F. Project Work	K. Coaching from others
B. Job Shadowing	G. Talking through issues	L. Attending meetings
C. Learning from Colleagues	H. Continual Feedback	M. Training Courses
D. Action Learning	I. Utilising Knowledge from Internet	N. Professional Training
E. Self study	J. Coaching from manager	O. Computer Based / E-learning

This is what we call 'Blended Learning'

We also need to ensure that needs are clearly identified and agreed via our Performance management process to ensure that they are clearly linked to the overall aims and priorities of the organisation.

We aim to provide Councillors and Officers with the skills and tools to enable them to achieve their objectives and ultimately Corporate Objectives. Designing competency based learning and development opportunities, initially for staff) using a blended learning approach will assist this.

Our vision is:

'to create a 'learning' culture that is fully interwoven with the delivery of Corporate priorities utilising a blended learning approach'

4.   VALUES

We have a passion for enabling learning. Learning should be accessible to all and should have value to Councillors, the Organisation, Units and Individuals.

We live the 'ATLAST' values through the Competency Framework for staff. These values are:

- ➢   I will always do what I say
- ➢   I will take responsibility
- ➢   I will learn from my mistakes
- ➢   I will act on facts
- ➢   I will strive for excellence
- ➢   I will treat people fairly

We ensure equality by making learning opportunities fair, open and accessible for all Councillors and Officers

We follow an ethical Code of Conduct following professional (CIPD) best practice

We aspire to the standards of the Investors in People (IiP) Award, and will use these standards as a benchmarking tool. We also aspire to the standards laid out in the North West Employers Organisation Charter for Elected Member Development which we have signed up to.

5.　　CUSTOMERS

You are our customers - Councillors and Officers of the authority. We aim to provide our service to you by acting in an advisory capacity utilising a consultative approach.

CUSTOMERS	CURRENT	STRATEGY
Councillors	Respond to (and organise) training to meet the needs of a minority of Councillors. Training needs are identified via group TNA.	➢ Individual member Training Needs Analysis as a basis to create an informed annual plan of training through a structured programme of training for Councillors. ➢ Respond to findings in CPA through the Corporate Improvement Plan. ➢ Synergy to be created between Corporate Improvement Plan, Community Plan and Organisational Performance Management process. ➢ Increase engagement on training with Councillors.
Organisation	Support and deliver current corporate initiatives that have been identified at that level.	➢ Corporate needs are identified through: - Corporate Improvement Plan - Community Development Plan - Best Value Performance Indicators - Optima/Improve4u feedback - Government Initiatives ➢ To respond to these needs in an advisory and consultative capacity. ➢ To provide or arrange solutions to meet identified needs
Unit	Respond to (and approve) unit requests to meet ad-hoc unit specific needs.	➢ Needs are identified during Business Planning and are generated through the Organisational Performance Management process. ➢ To respond to these needs in an advisory and consultative capacity. ➢ Units plan and arrange suitable solutions.
Individual	Respond to (and approve) individual requests that are not always identified through the Performance Management process. These are usually reactive and ad-hoc	➢ Needs are identified through the Organisational Performance Management process. ➢ We respond to these needs in an advisory and consultative capacity. ➢ Individuals have ownership of their needs and are responsible for arranging appropriate solutions

6.   SKILLS AND ABILITIES

In order for us to deliver this strategy, it is essential that within the training team we have the right knowledge, skills, and processes in place to support the authority and make the strategy work.

We have analysed our current knowledge, skills, and processes and have identified areas that will need to be development:

Competencies Current Strengths – Training Team

- Self Awareness and Self Management
- Developing Self and Others
- Interpersonal Skills and Communication
- Team Working and Leadership
- Change Focus and Innovation

Technical training expertise is maintained by continual professional development meeting CIPD standards and status. Other development activity is ongoing to include MSc in People and Organisational Development.

Competencies Development required to achieve strategy - Training Team

- **Strategic Thinking and Commercial Awareness**
  More awareness of LG initiatives required
  More awareness of the training requirements for Councillors

- **Achieving Results**
  Need to develop technical expertise in e-processes in order to produce good M.I. reports

- **Service Focus**
  Need to develop technical expertise in e-processes to provide easier access to training services
  Need to develop technical expertise in e-learning and blended learning approaches

- **Planning and Organising**
  Need to develop technical expertise in e-processes in order to release time from Admin

Competencies Development required to achieve strategy - Other Unit

- **Achieving Results**
  DTP need to develop technical expertise in producing learning materials and Guide Books

- **Service Focus**
  DTP need to trained in using whatever e-learning tools are purchased

7.   SERVICES

We have identified the range of services we provide as follows:

SERVICES	CURRENT	STRATEGY
Corporate Induction	Folder based and owned by the individual – currently under review. Corporate Health and Safety delivered through a newly established framework of training. IT training delivered through established tutor-led courses	E-enabled process which has corporate health and safety and IT training integrated into the process
Structured Development Programme for Councillors	Annual analysis of needs identified usually for a minority of Councillors. Annual plan produced.	Structured approach to Induction, H&S and IT which integrates with officer programmes. Creation of an informed Development Programme for Councillors with increased Councillor engagement. Mentoring to be used for new and returning Councillors.
Corporate Training	Structured training not in place. Training delivery is in response to needs identified, including: - ILM - Project Management - Recruitment and Selection - Performance Management - Customer Focus	Structured Development Programme linked to the Competency Framework using blended learning solutions encompassing the five levels
Internal consultation	Is ad-hoc and when customers request it	To market our services to assist Councillor and Officer development
Coaching	Is ad-hoc and when customers request it	To market and utilise Councillor, Organisation, Unit and Individual coaching as a development tool and promote Action Learning.

Communication of our range of services will be via the Chorley Borough Council intranet which will be updated quarterly, and support by comprehensive and 'user-friendly' policies and processes.

Emerging needs will be identified through the Performance Management process, changes in local Government priorities, new Government initiatives and legislation.

8.   LEARNING ENVIRONMENT

To keep ourselves abreast with trends and developments in learning and the public sector arena we:

➢   Network and build alliances with other authorities and consider partnership working

➢   Obtain information through ODPM, NWEO, IDeA, LGA and other Public Sector organisations

➢   Respond to changes and updates in legislation

➢   Liaise and obtain information and developments from our Trade Union Representatives and other represented bodies

➢   Obtain information from Management and Senior Management Team members

➢   Technical updates through training and HR publications and CIPD bulletins

➢   Networking with other HR professionals (through events such as the CIPD annual exhibition and CIPD regional events)

➢   Researching latest developments and best practice in the private sector

Information obtained through these channels will be considered as part of the ongoing development of the training function. Key issues affecting learning within Chorley will be communicated appropriately.

9.   STAKEHOLDERS

Our stakeholders are our customers - Councillors, Officers, Trade Unions, who ultimately impact on the residents and businesses within the Borough of Chorley.

We consult with our customers and encourage 2-way participation and communication on Learning and Development issues.

We <u>all</u> have a part to play with learning. Our roles and responsibilities are described below:

Councillors:

➢   Have a responsibility for their own learning and development
➢   Complete an annual Training Needs Analysis
➢   Training and Development to be a regular agenda item with in political groups
➢   Participate in one-to-one discussions with the Training Manager on matters relating to individual development needs
➢   Support the work and activities of the Member Development Steering Group
➢   Apply learning to their role as Councillor

Management Team:

➢   Decides on and provides direction on Corporate Initiatives
➢   Supports the Learning and Development Strategy and associated processes
➢   Reviews and provides feedback on the Annual Corporate Training Plan, and Member Development Programme
➢   Consults with the Training team on all learning and development issues at Organisational level

Senior Management Group:

➢   Communicates direction and priorities of the Organisation that have a learning impact
➢   Ensure that all staff within their Unit have an annual appraisal and a six month follow-up review in line with the Training Calendar as part of the Performance Management process.
➢   Undertake Performance appraisals and reviews with their direct reports in line with the Performance Management process
➢   Ensure that Personal Development Plans are directly linked to the delivery of the Units Business Plan.
➢   Encourage their direct reports to 'put learning into practice'
➢   Consults with the Training team and all learning and development issues at Unit level

Middle and First Line Managers/Team Leaders:

➢   Ensure that their direct reports have an annual appraisal and a six month follow-up review in line with the Training Calendar as part of the Performance Management process.
➢   Undertake Performance appraisals and reviews in line with the Performance management process
➢   Ensure that Personal Development Plans are directly linked to the delivery of the Units Business Plan.
➢   Encourage their direct reports to learn and to 'put learning into practice'.
➢   Consult with the Training team on all learning and development issues within their teams

All Staff:

➢   Have a responsibility for their own learning and development
➢   Actively participate in the Performance Management process by

➢ Take ownership and lead on their own learning and development
➢ Apply their learning to the workplace

Trade Union Representatives:

➢ Support learning and development for staff
➢ Liaise with the Training function to promote learning opportunities with the union with support and input from the Union Learning reps

10.   RESOURCES

In order for the strategy to be delivered, there are a number of resource implications that are the key to this document. These are identified below:

RESOURCE	CURRENT	STRATEGY
1. The Training Team	2 x FTE's. Part-time administration support resourced from within the HR Unit	2 x FTE's with administration support
2. Learning Materials	Limited range of materials such as surveys, reports, books, research, consultation etc	Improve the range of materials to effectively support the delivery of products and services
3. Staff Capacity	Inconsistencies exist with prioritising and undertaking Performance Management	Priority to be given to Performance Management process in order to deliver Corporate and Community priorities, meet government targets and improve services
3. Idea's	Strategy created	Implement strategy
4. Technology	Developing content to be e-enabled. Training Services Phase 1: - e Training Administartion processes - e Performance Management - e Induction Training Services Phase 2 : - eLearning	IT capacity, appropriate software and internal and external expertise to support e-enabling training services as described
5. Finance	Councillor, Organisation, Unit and Individual training delivered with little structure usually within budget limits.	Councillor, Organisation, Unit and Individual needs identified through a formal process which have impact and value, that fall within budget limits.

11.   FROM STRATEGY TO ACTION

This Training and Development Strategy sets down the strategy for the next three years.

It is designed to meet current and future needs of the Authority. Much of it reflects national trends in training and development, the HR Strategy and incorporate recommendations contained in:

- Audit Commission Report (November 2003)
- Corporate Improvement Plan, containing actions set to address the weaknesses from the CPA report (November 2003)

Policies, processes, support and guidance will be created to support the strategy which will be available via the Chorley Borough Council Intranet.

It is anticipated that an informed Training Plan for the Authority (encompassing Councillor and Officer needs) will be produced during the early stages of the implementation of this strategy. Following this, an annual Training Plan will be produced each subsequent year.

It is intended that this strategy will be reviewed and evaluated on an annual basis by an officer group, and through the Member Development Steering Group.

12. LEARNING AND DEVELOPMENT STRATEGY - IMPLEMENTATION PLAN

1	2	3	4	5	6
Ref No.	Target (measure)	Actions Planned	By When	By Whom	Resource Implications
TD001	First draft of Training and Development Strategy available for consultation	Create a Training and Development Strategy for the Authority	April 05	Training Manager	
TD002	Training and Development Strategy agreed and passed by Executive Cabinet	Approval is given to the Training and Development Strategy.	June 05	Training Manager	
		Extracts relating to the development of Councillors be reproduced in a Member Development Strategy	June 05		
TD003	Implementation of the Training and Development Strategy	Training and Development Strategy starts to become embedded	Ongoing	Training Manager/ Senior HR Advisor (Training)	
TD004	Produce updated Training Policy	Update current Training Policy	June 05	Senior HR Advisor (Training)	
TD005	Implement Training Policy	Corporate training activity is in line with the Training Policy	Ongoing	Senior HR Advisor (Training)	
TD006	Create managing learning support material	Provide guidance to managers on how to manage learning for their staff	June 05	Senior HR Advisor (Training)	
TD007	Provide support to managers on how to manage learning	Roll out 'Managing Learning' to managers	July 05	Senior HR Advisor (Training)	
TD008	To gain Investors in People (IiP) accreditation	Policies and processes are aligned with IiP standard	June 06	Training Manager	

1	2	3	4	5	6
Ref No.	**Target (measure)**	**Actions Planned**	**By When**	**By Whom**	**Resource Implications**
TD009	To gain North West Employers' Organisation (NWEO) Charter for Elected Member Development	Councillor development aligned with the NWEO Charter standards for Elected Member Development	December 06	Training Manager	
TD010	Performance Development Plans (PDP) completed: -80% -90% -100%	All staff to have a PDP	Nov 05 Mar 06 Aug 06	Senior HR Advisor (Training)	
TD011	Produce and implement annual Corporate Training Plan	- Collate PDPs and Councillor training needs and analyse results - Develop competent knowledge and motivated staff and Councillors	Annually	Senior HR Advisor (Training)/ Training Manager	
TD012	Develop competency based structured development programme, encompassing 5 levels	Information contained in PDPs is used to create and prioritise learning needs	March 05 and annually	Senior HR Advisor (Training)	
TD013	Set up Member Development Steering Group	Improved Councillor engagement. Member Development Steering Group to agree the Member Development Strategy	May 05 Dec 05	Training Manager	
TD014	Annual Councillor Development Plan produced	Councillors to complete 1-2-1 training needs analysis annually	Annually	Training Manager	
TD015	eEnable induction	Update corporate induction and make available electronically	Mar 06	Senior HR Advisor (Training)	Software/expertise to be bought in
TD016	eEnable training administration and processes	Update processes and make available electronically	Dec 05	Senior HR Advisor (Training)	Software/expertise to be bought in

1 Ref No.	2 Target (measure)	3 Actions Planned	4 By When	5 By Whom	6 Resource Implications
TD017	Performance management process eEnabled	Paper-based process to be available online	Mar 06	Senior HR Advisor (Training)	Software/expertise to be bought in
TD018	eLearning available (as appropriate)	Learning solutions to be accessible electronically	Ongoing	Training Manager/ Senior HR Advisor (Training)	Software/expertise to be bought in
TD019	(a) New Councillors induction developed (b) New Councillors are inducted within 3 months	New Councillors to receive a comprehensive and structured induction	March 06 Ongoing	Training Manager Training Manager	
TD020	New staff are inducted within 3 months	New staff members to receive a comprehensive and structure induction	March 05	Senior HR Advisor (Training)	
TD021	Performance management process developed for Councillors	Develop performance management process for Councillors	June 06	Training Manager	
TD022	Government funded initiatives utilised	Research and investigate opportunities to utilise government funding where appropriate	Ongoing	Training Manager	