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To: Personnel Committee

Date: 16 May 2012

Subject: Training Strategy

Classification: **Unrestricted**

SUMMARY: Provide information on the new Training Strategy agreed by CMT on 27 March 2012 and the establishment of the Directorate Organisation Development Groups.

1. BACKGROUND

- 1.1 The Organisation Development and People Plan outlines our key people activities over the next four years. It has been developed to help us deliver our medium-term plan, 'Bold Steps for Kent', and is both a strategic framework and a practical tool for managers to inform business planning. The strategy provides a framework on how managers, supported by the Human Resources Division, recruit, develop, lead, and retain a skilled workforce to deliver effective services.
- 1.2 The training strategy is a key strand, setting out the guiding principles for accessing training, both professional and generic; to ensure all staff have the skills, knowledge and behavioural competencies to achieve Bold Steps for Kent. A copy of the training strategy is attached.

2. PRINCIPLES

- 2.1 With the centralisation of the training budgets and move towards 'One Council', we are moving from an organisation that has made its decisions on training investment according to the individual directorate priorities and the development of individual skills to an organisation with common priorities for its entire workforce. The training strategy builds on the following principles:
- Spend from the newly centralised training budget will be prioritised to support training and development activity which directly supports the delivery of Bold Steps for Kent.
 - Training will be commissioned on a whole council basis, procuring services more efficiently and effectively. Contracts will be managed centrally to ensure value for money and greater consistency.

- Directorate Organisation Development Groups will be established and these groups will be responsible for planning and implementing training priorities for their Directorate.
- All training will be recorded on a centralised system enabling greater transparency and improved monitoring and reporting of training activity and spend.
- There will be a greater emphasis on the delivery of outcomes and evaluation of the training strategy.
- It is critical that we clearly define our legal and statutory responsibilities to ensure a suitably trained, skilled and, where appropriate, registered, workforce.
- Grant funding will be ring fenced to ensure continued investment in developing the skills and competencies of relevant professional groups in the Authority.
- Leadership and management training will be a priority and a key part of this will be an ongoing commitment to Kent Manager and KCC's Values and Behaviours.

3. DIRECTORATE ORGANISATION DEVELOPMENT GROUPS

- 3.1 The purpose of the Directorate OD Groups is to manage the implementation of the County Council's OD and People Plan and to ensure that all staff are equipped with the skills, knowledge and behavioural competencies required to achieve their potential and deliver Bold Steps for Kent. The Directorate OD Groups provide a consistent framework for accessing training and allocating resources. They also have a critical role in ensuring all training and development meets business need and delivers the intended outcomes.
- 3.2 The OD Groups have been established and each Directorate will hold the first meeting in May 2012. The initial focus will be on establishing a training plan which brings together both the generic and professional training priorities for the Directorate and to ensure the training strategy is communicated and implemented.
- 3.3 Regular reports will be produced to monitor training spend and activity against the priorities in the training strategy and directorate training plans.

4. RECOMMENDATIONS

- 4.1 Personnel Committee is invited to note the Training Strategy and the role of the Directorate Organisation Development Groups.

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