



## TRAINING STRATEGY

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**By:** Corporate Director Human Resources  
**To:** Corporate Directors meeting  
**Subject:** Training Strategy  
**Classification:** Unrestricted  
**Date:** 27 March 2012

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### Recommendations

**CMT is invited to discuss and agree this training strategy. The document will then be published in its final form and will be used to inform the annual training plan.**

### Introduction

This new training strategy provides a vision in respect of the future direction of Kent County Council's training and development. It provides an overview of the key training priorities required by our staff plus guiding principles for accessing training, both professional and generic.

Bold Steps for Kent sets out the Authority's ambitions and priorities for the next four years and our determination to transform how Kent County Council works.

We know that we will be facing significant changes to the way public services are delivered, along with fundamental reductions in funding. There is massive change in education, health, economic development, regeneration and welfare reform. The new direction for Kent is about choice, economic growth, communities, localism, empowerment and personal responsibility.

This will mean radically changing the way we work, think and behave. We will be much more of a commissioning organisation, working closely with many of our providers in a variety of different ways, possibly in social enterprises, 'co-operatives' and 'mutuals' as we embrace the localism agenda.

With the centralisation of 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 strategy and training plan will reflect these changes. Training will be commissioned on a whole council basis, procuring services more efficiently and effectively, and managing contracts better, ensuring better return on investment. In part this will also be driven by the Enterprise Resource Project, which will bring all systems together and ensure that all purchases are procured using one system.

Kent County Council has always had a strong ethos of investing in its staff, ensuring that everyone has a minimum of five days development a year. Because we know that the organisation is shrinking over the next four years, along with budget, we need to rethink the way in which we ensure our staff have the right kind and level of skills.

*'The median annual training budget per employee is £350. The median number of training days employees receive per year is 5.0. This represents an increase of one day compared with last year, (when the recession was at its worst), and is back in line with 2009 data.'* Learning & Talent Development CIPD 2011

In order to achieve this, we need a robust training strategy and training plan that clearly sets out the priorities for the development of people across the whole of the County Council to deliver Bold Steps for Kent. It will prioritise Kent Manager and the culture change needed to respond to the changing nature of service delivery.

It is critically important that this new approach recognises the professional development needs of many groups of staff and our statutory responsibilities. None of the proposals in this strategy are intended to diminish the importance or the role of the line manager in defining the delivery of this training.

### **Summary of underlying principles**

- Spend from the newly centralised training budget will be prioritised to support learning activity which directly supports the delivery of Bold Steps for Kent and other key organisational agendas.
- All spend on learning and development programmes and formal interventions for KCC staff will be routed through the HR Business Centre (Kent Learning and Development or the Social Care Workforce Development teams) to ensure value for money, effective monitoring of return on quality and on investment and consistency in cross cutting themes.
- A framework will be established to balance the spend on Corporate priorities with the needs of individual Directorates.
- KCC will reconfirm its commitment to 5 days development per year for every member of staff. Much of this will be delivered through work

based development/volunteering/attendance at relevant conferences and these will be encouraged as part of our “offer” to staff. It is not sensible for this sort of activity to be administered centrally and it will continue to be managed by line managers in Directorates.

- Continued Professional Development is a top priority. Grant funding for CPD will be ring fenced for the relevant professional group 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.
- Learning and development forms part of the organisational Development and people plan and the generic skills training at all levels in the Authority will be commissioned by the Organisational Effectiveness and Workforce Development teams in Human Resources.
- The Training Strategy will inform an annual training plan to be agreed by CMT.
- CMT will require Directors to develop specific workforce plans for the Divisions which will, as far as possible, specify the skills required in the workforce over the longer term. These will reflect the move to a greater level of commissioning and other significant changes in how services are delivered which will require different skills.
- Each directorate will establish an organisational development group which will develop the Directorate’s training plan and influence corporate training priorities. CMT will commit supporting these groups and ensure their effectiveness by putting the right people with the right level of decision making on them.

## **Main body and purpose of report**

The intention of this strategy is to define clearly how Kent County Council will equip our staff to deliver our ambitions. It will be a key strand in achieving excellence in people, performance management, partnership working, diversity, flexibility and the efficient delivery of services, either directly or via others.

It will build leadership and management capacity and accountability within a culture that supports Bold Steps for Kent.

It will ensure effective, efficient procurement and delivery of all training and development using the ‘One Council’ approach.

The centralising of training budgets is an essential element of self-service. Self-service accommodates line manager sign-off, but not budget holder sign-off. The centralisation of the budget brings this together and makes it possible to manage.

It is the intention that this strategy will run from 2012 to 2015 when it will be refreshed.

Corporate Learning and Development will work closely with HR Business Partners and the OD function to support each directorate. Appendix one shows the flow chart for decision making.

It is the intention that an organisation development group will be set up in each directorate. The purpose of the group will be to undertake an annual training needs analysis and populate the directorates' training plans (Appendix two). They will be responsible for identifying and monitoring the directorate training needs, which will be linked to personal development plans and appraisal (Appendix three).

Representatives from Organisational Development team and the Corporate Learning and Development team will sit on each group. The Corporate Learning and Development team will be responsible for generating regular reports as set out in Appendix four.

Although the training budget will sit within Corporate Learning and Development, each directorate will be responsible for defining their professional development needs. Learning and Development will play a vital role in facilitating spend and the organisation development groups will provide the forum for any challenge the directorates may wish to raise via the HR Business Partners.

A clear process will be put into place to allocate training and access to the training budget.

It is acknowledged that there needs to be the flexibility to meet unplanned for business development needs that may arise. A pot of money for this should be identified by directorates on an annual basis.

This will facilitate a 'pay as you go' element that will be part of the training spend. However, there will need to be sufficient monies from the directorates to support this.

## **Organisation's Strategic Vision**

### **Strategic Objectives**

The strategy will take account of the following, enabling its effective delivery:

- The way we work as one organisation and with our partners, suppliers and contractors to deliver services
- How we support and develop Kent's economic prosperity
- Access to services through Customer Excellence
- Behaviours and values
- Supporting vulnerable people

- OD and people plan

### **Relevant priority outcomes**

Support the organisation's core values and new culture by ensuring that all staff are equipped with the skills and competencies they require to carry out their role.

Make the best of our resources, procuring and delivering high quality services at all times.

Develop partnership working across the county of Kent.

Develop different ways of working, supporting the localism agenda.

Develop staff to be challenging and creative by providing tools, techniques and programmes to encourage this.

Develop a customer excellence culture

Organisational Vision, Mission, Goals and Behaviours:

Bold Steps for Kent

Vision for Kent

Kent Manager Standard

Customer Excellence Standard

Organisational Development and People Plan

Kent competencies/behaviours and people

Values

Culture change

### **Financial implications**

CMT has taken the decision to centralise all training budgets across the authority. This process is now complete and the final figure for the total budget available is £4,069,000. The total spend reported in 2010/11 was £7,502,600. This included £3216m spent by ELS in schools. The remaining £4,286,600 from last year has reduced by £217,600 but this feels appropriate given the reduction in workforce. The new figure includes allocations for generic and professional development. This split needs further review. The figures are set out in Appendix five.

Adult and children's professional social care development training funding, although centralised, will be ring-fenced to this service, taking into account any grants.

It should be noted that money for conferences has not been centralised. This forms a significant part of professional development and for the time being will remain in directorates.

Any costs related to recruitment (psychometric testing, etc) are not included in this strategy, so will continue to be funded by directorates, unless the Directorate L&D group allocated funding to this activity.

### **Legal implications**

The strategy must have due regard for the statutory obligations around having suitably trained and skilled staff in some areas of Kent County Council's service delivery.

### **Organisational Priorities for the Next Four Years:**

#### **Resourcing**

Workforce and succession plans, (including key workers and in skills shortage areas), and nimble internal deployment (movement of employees) tools in place.

Talent management will ensure that we capture the talent within the organisation and keep it.

#### **Employee Development**

Employees are developed in the skills, knowledge and behavioural competencies required to achieve their potential and deliver Bold Steps for Kent. Skills and knowledge required in the future will be identified and planned ('future proofing'). Development is delivered through a range of interventions including job moves, coaching and mentoring, e-learning, qualification and training programmes. Development is high quality and provides value for money by avoiding inappropriate competition and internal charging wherever possible. The Kent Manager sets out the standards required of all our managers, supported by a programme of core training. A similar programme for staff is intended.

#### **Performance Management**

Managers and staff are able to do what is required of them, to be creative and innovative within a framework of freedoms and operating norms. Outcomes are monitored and measured. Standards are in place to ensure that people understand their roles and responsibilities (Investors in People, Kent Manager). Staff are fully conversant with the relevant professional standards of their role.

#### **Transformation**

Leaders have the skills to clearly articulate the vision to transform the organisation, (know where the organisation wants to get to and how it will get there in the next four years). Managers are able to implement this vision and communicate to employees in a way that makes sense both in terms of the organisation's goals and individual employees' job roles and personal objectives. Leadership and employee behavioural competencies are core to the achievement of objectives. Kent County Council changes to meet the new demands placed on local government and the wider public sector through

different operating models and a new relationship with the public. This will include a culture of Customer Excellence.

### **Retention**

As well as current shortages managers are aware of gaps that are expected to arise during the medium term, (four years), and take steps to mitigate by developing employees to fill future vacancies (talent and succession planning). Where there are shortage skills and key workers, business specific targeted plans are in place to address this.

### **Conclusion**

A clearly defined training strategy will define how KCC will equip our staff to deliver our ambitions. It will be a key strand in achieving excellence in people, performance management, partnership working, diversity, flexibility and the efficient delivery of services, either directly or via others.

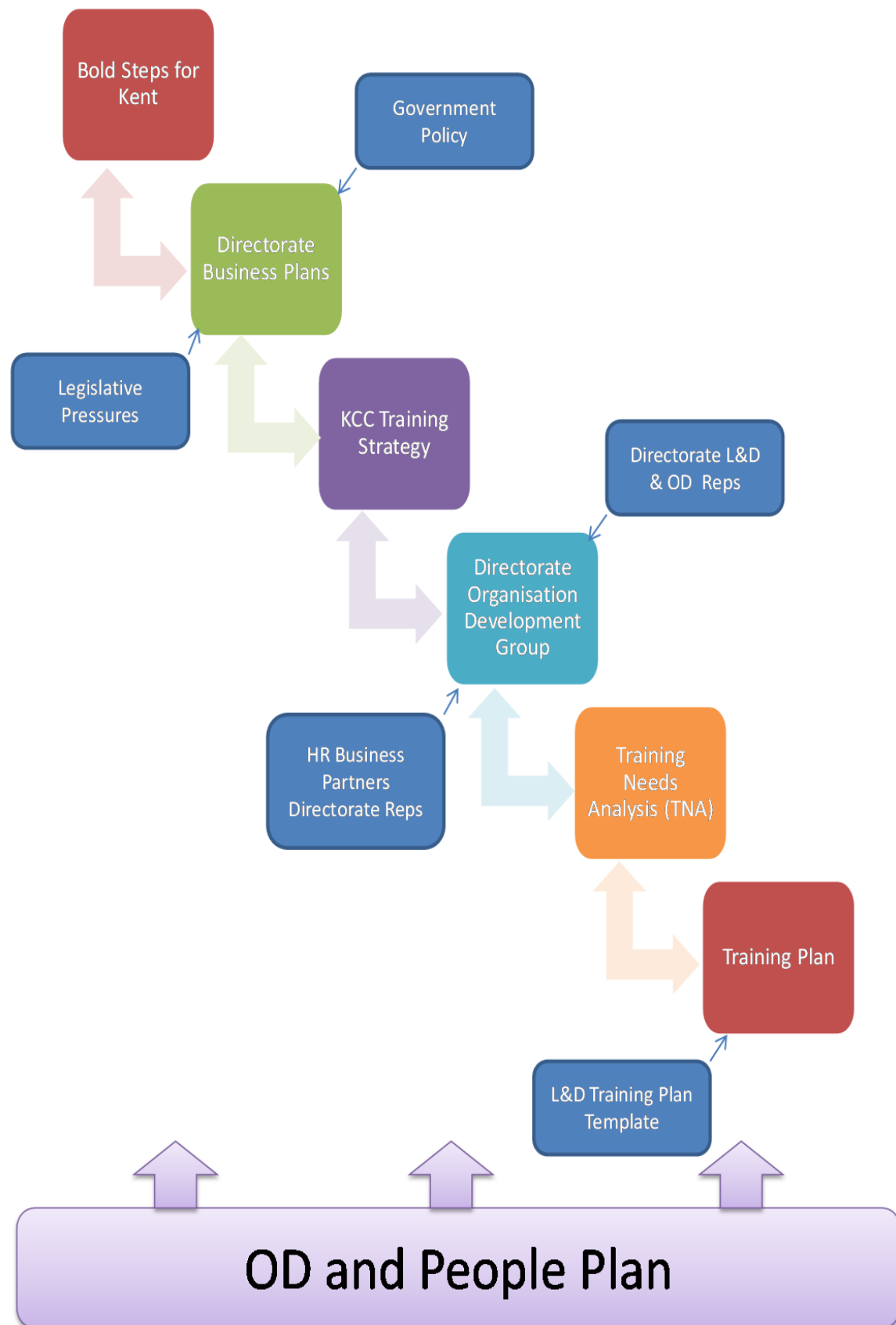
It acknowledges that there is less money available for training and will look at alternative ways to develop our people.

The agreed strategy will inform the organisation's and directorates' training plans.

### **Background documents**

Bold Steps for Kent  
Organisational development Plan  
Framework for training social workers  
OD and people plan

## Appendix One - HR Business Partners flow chart





# Professional Development Process



## Appendix Two

### Proposed Priorities and Expenditure for 2012/13

Personal Development required for specific roles.

There is a clear understanding that there will be training/development needs identified that do not fall under any of the priority areas. A set amount of money will be identified for such occasions and a robust process will be put into place for access to the funds. See Appendix three.

### Leadership

The leadership context in KCC for leaders and managers is challenging and complex. The Bold Steps for Kent Medium Term Plan 2014/15 sets out a new approach to delivering services that aims to deliver success in our three ambitions for Kent. There is a policy agenda of Place and Localism in which political and community leadership will be a critical element in these initiatives.

The KCC values, competencies and behaviours set out how leaders should demonstrate, communicate and personify their values and behaviours. The proposed leadership programmes will develop leadership capability from KR9 to KR21 to enable partnerships, link organisations and residents of targeted communities. It will encourage the One Council approach, driving improvement, aligning work, learning together and implementing creative strategies to deliver customer focused services.

The leadership offerings include Women in Leadership programme, as whilst three quarters of KCC staff are women, only half are in KR13 – KR21 posts.

*'The main leadership skills that organisations lack are performance management skills and leading and managing change, as was the case last year.*

*Skills to manage change are particularly lacking in the public sector.'* Learning and Talent Development CIPD 2011

**£39,412.00 per year**

#### Programme proposal

#### Delegates

Leading Kent 2014	£15,210.00	12
Future leaders	£8,635.00	12
Leadership for beginners	£1,202.00	12
<b>Sub total</b>	<b>£25,047.00</b>	
Crisis leadership	£8,745.00	20
Women in leadership	£5,620.00	10
	<b>£14,365.00</b>	

### The Kent Manager

In line with 'One Council, One Standard' – the Kent Manager will provide consistency in management practice, thus a reduction in grievances and complaints and an increase in retention of managers.

Over the next two years approximately 3,200 managers will undertake the Kent Manager. We must also assume there will be new managers but they may be balanced out by the number of managers leaving and not undertaking the Kent Manager

Based on an average of 50% of 3,200 managers attending two programmes a year, plus 100 managers a year attending a management qualification programme. **£555,000**

Costs of Edexcel **£10,400 over 2 years**  
**Total £565,400 per year**

### **Customer Excellence Standard**

The aim of this standard is to bring professional, high level customer service concepts into common currency with all customer services. This will put the customer at the heart of our business.

Our expectation is that by 2015 90% of our customers will have a positive experience.

Although much of this is implicit within much of our work, there will be specific training needs arising. A small provision is made for this, but the bulk is likely to be picked up by the new Staff Standard.  
**£500k (to include a staff standard)**

### **Enterprise Resource Planning Project**

This project will pull together all of the data sources that currently support our staffing and budget management and deliver an accurate, single version of our finance and HR information using Oracle. It involves a significant amount of technical Oracle self-service and budget management training for a significant number of managers. In order for this to happen effectively, staff will need a range of essential training. This includes Kent Council's (KCC and districts) E-Learning.  
**£40k**

### **Statements of Required Practice or relevant documents**

This is key to our processes and will be picked up by the Kent Manager Standard. **No cost.**

### **KCC E-Induction**

An E induction service will replace the current induction day. This will be more efficient and effective and will make a significant cost saving. This was launched in January 2012.

### **£5k maintenance and additional licence costs per year**

#### **Organisational risk**

This is an essential part of development going forward. The exact requirements are currently being developed with colleagues in Business Strategy and will then be costed.

#### **£ To be agreed**

### **Apprentice and young people development**

**£ 3k**

#### **Graduate programme**

Generic training offered as part of the programmes

**£13k per year**

#### **Member development**

KCC elected members have achieved the Charter Plus standard and as part of this has committed to keep the current budget in place. Development of their skills is imperative as we head into the localism agenda, putting our customers at the heart of the service.

**£40k per year**

#### **Investors in People**

This is a recognised standard that underpins our values and behaviours.

Cost of assessment **£17k**

#### **Redeployment - retaining talent**

As we continue to shape the organisation we will be reducing staff and up skilling remaining staff.

**£16k per year**

#### **Different ways of working/Make Buy Sell Reviews**

As we move into a new culture and way of working we will need to up skill staff. Social enterprise management, commercial skills for trading units etc

**£ For discussion**

#### **Coaching and Mentoring**

As part of this process of significant change, the top-tier of management, the structure of the organisation and the way in which staff at all levels are engaged, is changing. As part of this ongoing process the Council have appointed Eliesha Training to provide 1:1 coaching to leaders as they strive to effect the change within KCC and provide services in a new environment.

*'Coaching takes place in more than four-fifths (86%) of organisations. Its primary objective is most often to support performance management (43%), followed by preparing and supporting people in leadership roles (33%) and*

*supporting learning and development (21%).’ Learning & Talent Development 2011 CIPD*

**£36,075k** one-to-one coaching for Leader, Cabinet, CMT, Pioneers, Children’s management team (72 people in total)

Coaching for managers will help build capacity and already supports the redeployment process.

**£21k** for one internal cohort C & M qualification programme per year

This will also drive a culture of manager as coach. A one day Introduction to Coaching is part of the essential development for the Kent Manager.

### **Organisational development**

Growing the organisation’s capacity to deliver. Developing and retaining talent is key, alongside identifying future talent as part of succession planning.

***See Emerging Leaders CMT paper***

**£17,250k year one**

## **Appendix Three**

### **KCC Centralised Training - Place Allocation**

To ensure transparency, this document shows how training places in KCC are allocated.

### **E-Induction**

#### **Mandatory for all staff**

Access available to all staff from the point of offer letter via e-learning. Staff who are unable to access due to DDA will be sent a paper copy.

### **Information Governance**

#### **Mandatory for all staff (part of Kent Manager)**

Access – first come first served basis on face-to-face sessions. E-learning. Is a consideration for the near future.

### **Equalities**

#### **Mandatory for all staff**

Access- first come first served basis. We will need to monitor applications. May need more courses if demand is high. Can allocate places pro rata per directorate.

### **Kent Manager**

Mandatory for all managers KR9 and above. Access for all via the internet.

Kent Manager – essential development courses

Primarily for KR9 and above, but can be open to all. May need to allocate places per directorate.

### **IT**

Allocate numbers per directorate first come first served basis.

### **ECDL essentials**

Allocate per directorate and ring fence some for Kent Manager.

Any other IT training identified to be delivered by webinar/e-learning.

### **Redeployment- retaining talent**

Allocated per directorate

### **Different ways of working/Make Buy Sell Reviews**

Allocated per directorate

### **Emerging Leaders**

Allocated as agreed by CMT

### **Qualifications** (CMI etc) to include masters

Provide information sessions on CMI management qualifications.

Allocate number per directorate based on past need.

All application for qualifications to go to HR Business partners to get sign off by DMT or Divisional DMT.

Agree a cost limit? Ie, anything over £500.00 not agreed or to be agreed at DMT level

Are there qualifications we will not support?

## **Appendix Four - Reports**

### **Annual**

Learning and Development will be responsible for generating an annual report for KCC and each directorate that sets out:

Annual spend on professional development against allocated budget

Annual spend on generic development as identified in the training strategy allocated against budget

Annual spend on development as a result of a business need identified during the year

### **Monthly**

Monthly budget monitoring reports against

- a) generic training
- b) professional development

These reports will be presented to the directorate training boards and HR Business Partners who will be responsible for sharing them with DMTs.

The Learning and Development Manager will be responsible for sharing the reports with CMT,