

By: Eric Hotson – Cabinet Member for Corporate & Democratic Services
Amanda Beer – Corporate Director Engagement, Organisation Design & Development

To: Personnel Committee **Date:** 12 June 2018

Subject: Workforce Skills Development, CPD and Succession Planning

Classification: Unrestricted

Summary: This report provides an update to Personnel Committee on the current workforce skills priorities and highlights some examples of Continuous Professional Development (CPD) activity. The report demonstrates how succession planning continues to form part of the annual business planning process and confirms that succession plans are in place for the top 3 tiers.

1. Workforce Skills Development

- 1.1 KCC places high importance on skills development and ensuring that the workforce has the knowledge and competencies to support organisational change. There are robust systems in place to ensure that all development supports business objectives, provides value for money and is valued by the individual learner. The need to provide development which is accessible to a changing workforce (using technology, flexible hours, remote working, etc) has helped create a shift from traditional training courses, to e-learning and is encouraging greater personal responsibility for continuous professional development.
- 1.2 The central workforce development budget is allocated against the strategic and directorate priorities identified annually. Examples of the priorities for 2018/19 are set out below:

Strategic Priorities	Professional Development
Developing internal skills and competency across the commissioning cycle, including a commissioning competency framework, to increase performance as a strategic commissioning authority.	Continued investment in development identified by Directorates to support delivery of business plans.
Continued development and implementation of the leadership strategy and Kent Manager to build organisational leadership and management capability.	Individual development requests identified through personal development planning to support succession planning, talent management, personal development

Strategic Priorities	Professional Development
Continued delivery and review of our strategic development frameworks and mandatory training to ensure that all staff have the skills and knowledge required	Team development requests to support service redesign and change programmes.
Development of the new Delta learning management system to deliver innovative and cost effective training and development with improved reporting.	Funding for qualifications not offered through the apprenticeship standard

The budget for 2018/19 is £1,477,700.

1.3 All workforce development activity is evaluated using feedback from the learner and their line manager. Directorate OD Groups also play a critical role in evaluating the impact of development and influencing develop plans.

1.4 Some of the highlights for Personnel Committee to note include:

- 45,000+ e-learning per annum
- 3000+ e-books per annum
- 581 courses providing 8,523 training places
- 99.2% training meeting learning outcomes
- Increase in coaching and mentoring to support succession planning

2. Continuous Professional Development (CPD) Activity

2.1 Continued professional development is a requirement of many specialist roles within KCC. Social workers, nurses, occupational therapists, HR and Finance staff are some examples of the groups required to keep a record of their post qualifying development to maintain their registration or professional status. In KCC we also believe it is good practice to encourage all managers and staff to continually develop their skills and knowledge and create a culture of continuous improvement.

2.2 The new Delta learning management system has a number of features which aim to inspire staff to develop and can be used as evidence of CPD. These include learning plans which encourage development planning, reflection and record keeping and learning pathways to support career planning.

2.3 CPD is not just about training. Sharing good practice and networking within the organisation and externally is a key part of keeping up-to-date and developing new skills. KCC has an established Programme and Project Management network with over 85 members who meet bi-monthly to develop their knowledge, collaborate and gain insights from external experts.

2.4 One of our Future Manager groups has developed a CPD model specifically aimed at Business Support and Administrative staff. The project formed part of the Future Managers accredited programme and aims to encourage support staff to take a greater interest in their on-going development and progression.

The model which will be accessed through Delta is being piloted in Adult Social Care and Health.

3. Succession Planning

3.1 The importance of workforce planning, succession planning and developing talent is clearly understood by managers in KCC. There are robust mechanisms in place for identifying critical roles and succession planning which are out set out in the Workforce Planning Strategy agreed by Personnel Committee on 4 November 2015. A detailed 5 year implementation plan is managed by HR/OD and ensures there is appropriate support in place for managers and importantly that workforce plans are actioned.

3.2 An Authority wide audit report of workforce planning dated December 2016 noted findings as 'substantial' with 'good' prospect for improvement. Examples of strengths included:

"All directorates have identified their critical roles and successors at DMT level (the top three tiers) and most divisions have also identified theirs".

"Training and development has been identified for successors and talent staff".

"There were clear examples of where staff had been identified as 'successors' who then took up these roles when the previous post holders had left KCC."

The audit report noted that there was not always an obvious successor for critical roles and workforce plans also identified external recruitment as an option.

3.3 Workforce planning activity is aligned to the annual business planning process and reviewed within each Division. EODD Business Partners support DMTs to review succession plans for the top three tiers and provide a report outlining the current position for the directorate. These reports are scheduled for DMT meetings in May and June.

4. Conclusion

4.1 KCC has established systems in place to ensure that skills development is planned and evaluated to deliver business objectives and support individual continuous professional development. Increasingly, new innovative programmes provide cost effective development that supports business change and encourages individuals to take responsibility for their own learning. There is clear evidence through the on-going work within EODD and from Audit that managers are identifying critical roles, succession planning and developing successors and talent for the future.

5. Recommendation

5.1 That this report is noted.

Julie Cudmore
Head of Organisation Development
03000 417212