



To: Finance and Corporate Services Scrutiny Board 1

Date: 6th July 2023

Subject: Corporate Learning and Development Report 2022 - 2023

1 Purpose of the Note

- 1.1 To provide Finance and Corporate Services Scrutiny Board 1 with a report which sets out the Council's Corporate Learning and Development activity between 1st April 2022 – 31st March 2023 and associated costs.

2 Recommendations

- 2.1 That Finance and Corporate Services Scrutiny Board 1 supports the ongoing work and achievements to deliver the actions set out within the People Plan 2023 – 2025 by providing a comprehensive learning and development programme, that continues to support employees across the organisation, to gain additional skills to deliver the One Coventry Plan and provide continuous professional development opportunities.

3 Background

- 3.1 One of the key priorities within our People Plan 2023 – 2025 is to develop internal talent to enable us to meet our strategic priorities and improve the retention of our workforce.
- 3.2 The Learning and Development team identifies the varied development needs of the workforce, which are informed by the strategic objectives in the One Coventry Plan, through a number of ways; appraisal completions, evaluation reports, pulse surveys, HR case work, direct engagement with managers and employees, digital surveys, leavers feedback, Trade Unions, Employee Network engagement, and benchmarking against other Local Authorities. The team ensure we have relevant, diverse, and effective opportunities for all employees to improve their knowledge and skills which can then make a difference to the lives of the people in Coventry and support and improve outcomes for our communities.
- 3.3 Training is commissioned by following the Council's Procurement and Commissioning process to ensure the training is value for money, of excellent quality and that public money is spent in line with its wider community strategy around the economy, society, and the environment.

4 Corporate Learning and Development

4.1 Corporate Learning and Development Budget

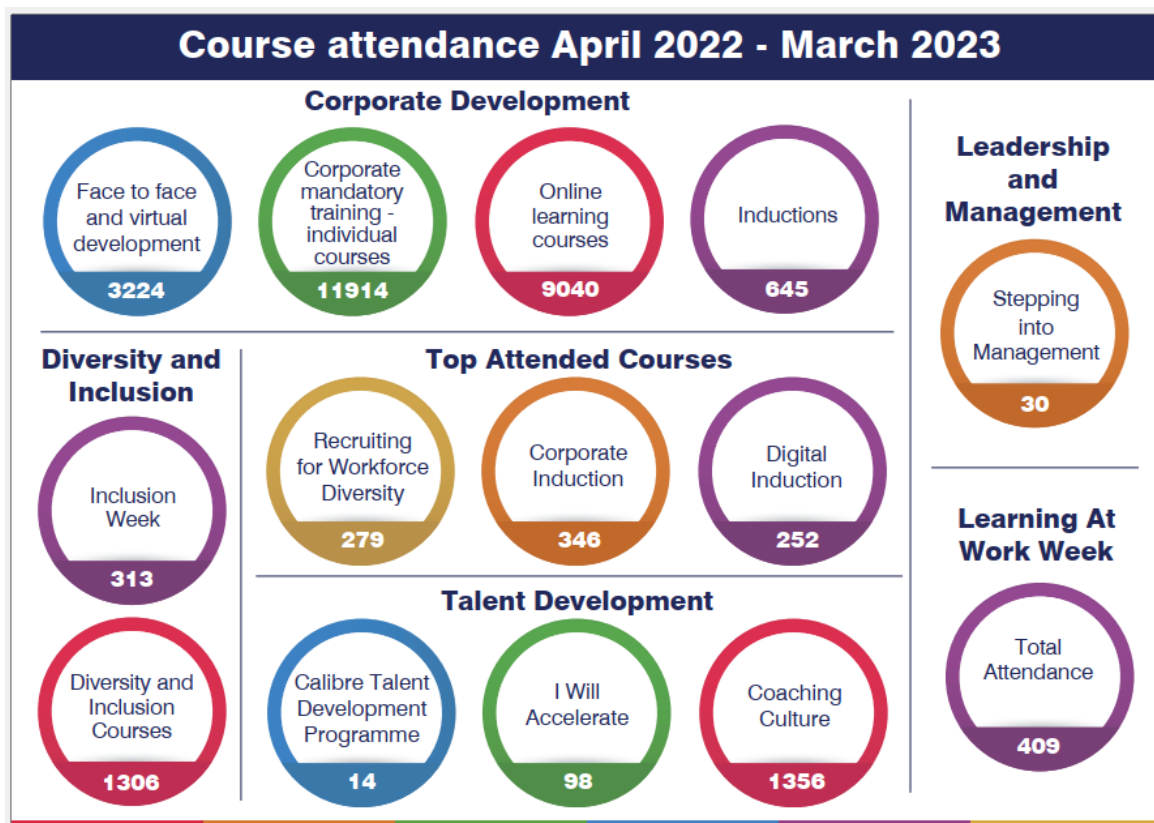
The training and development budget is set annually, with the allocation for 2022 – 2023 being £79,066.00. The spend was £67,385.00. The budget allocation for 2023/24 is £59,297.

The Learning and Development provided to the Council's employees includes statutory and mandatory training, as well as training which enables the Council to meet its statutory obligations. These development opportunities are provided to enhance existing knowledge and skills as well as responding to training, education and development initiatives arising from local, regional, and/or national government.

Where possible, the Apprenticeship Levy is used to enable the workforce to gain a range of formal qualifications. These qualifications can range from a level 2 through to level 7. A detailed paper on the use of the Apprenticeship Levy will be tabled at Scrutiny Board 1 in September 2023.

The 2022 – 2023 budget helped to deliver the following comprehensive range of development programmes.

4.2 Corporate Learning & Development Outcomes – 2022 – 2023.



The cost of these development programmes can be found in Appendix 1.

4.3 Marketing and Promotion

Corporate Learning and Development opportunities are promoted internally using the intranet, updates to managers through Managers Talk, and using the Council's TV screens. The Corporate L&D offer is also circulated further to frontline

employees, who do not have access to a laptop, via the One Coventry Newsletter which is attached to their payslips, the Staff App and the Corporate Learning and Development Hub.

Managers receive a personal email promoting upcoming courses so that they can share the opportunities with their teams. Targeted teams are encouraged where there are low bookings to ensure the courses are full to ensure value for money.

The Corporate Learning and Development Lead attends Director Management Team meetings, One Coventry Leadership Team (OCLT) meetings, Extended Leadership Team (ELT) meetings and is a member of the Council's Lifelong Learning Steering Group (LLSG) which is a joint formal meeting between Council officers and Trade Union Learning Representatives which takes place every six weeks to discuss and plan the learning and development requirements of employees.

4.4 Ensuring access to training for all employees.

The Corporate Learning and Development Team creates opportunities for development for all of our employees, throughout their career with the Council, to ensure that everyone has access to reach their full potential.

Training attendance is currently monitored and analysed by protected characteristics as set out within the Council's Workforce Diversity & Inclusion Strategy. To ensure that we are fully inclusive we have decided to monitor the take up of training in relation to job role, grade and work location and should we find that any particular cohort of employees, for example frontline employees, have not put themselves forward for training we actively encourage them to do so.

4.5 Learning at Work Week

Learning and Development delivered the Council's first Learning at Work Week in October 2022 which was very successful, the aim was to promote Coventry as a Learning Organisation. The L&D Team worked together with our Trade Union Learning Representatives and other Partners across the Council including, ICT, Adult Education, Occupational Health, Safety and Wellbeing and Libraries. The Learning at Work Week provided the ideal opportunity for employees to access a range of development sessions throughout the week. The majority of the sessions available were delivered in-house by Council employees.

The external providers who were commissioned were chosen for their particular expertise and niche delivery of topics that were a priority for the Council. These included:

- Financial Wellbeing
- Making Difficult Conversations Easier
- Managing you People
- Imposter Syndrome

Learning at Work Week enabled 409 attendees to access 15 different workshops, which were delivered at various times during the day and evening and within a variety of different Council buildings across the city to ensure as much accessibility as possible.

Attendance at events was as follows:

| Event | No. of Participants |
|--|---------------------|
| Apprenticeship Drop-in Session | 4 |
| Bringing your Values to Life | 18 |
| British Sign Language Workshop | 10 |
| Coaching Culture | 17 |
| Digital Skills Workshop | 8 |
| Financial Wellbeing Workshop | 37 |
| Getting to Know your Networks | 5 |
| Healthy Eating and the Impact on Wellbeing | 21 |
| Imposter Syndrome Training | 49 |
| Making Difficult Conversations Easier | 53 |
| Managing your People | 20 |
| Mental Health First Aid | 74 |
| Mental Health for Men | 17 |
| Mindfulness | 46 |
| Presentation Skills | 30 |
| Total | 409 |

Analysis of the attendance at Learning at Work Week enabled us to understand who was accessing the training. It was encouraging to see the findings established that the week was most popular with employees who were grade 5.

4.6 Corporate Learning and Development Online Hub



In February 2023, our new corporate learning and development online offer, and hub was launched. This is organised under 6 themes to make it easier to review the opportunities by category and see the development available.

The Hub is a place for all learning and development. It was produced after significant research and benchmarking against other organisations and offers a free suite of development opportunities within each of the learning tiles.

Some of the opportunities on offer, which are all free of charge, are:

- Open University Modules
- Local Digital Offer
- Ted Talks

- Articles and research
- Management Individual Assessment
- Personal Development Plan
- Mathematics, English and Computer Skills
- Microsoft Office 365 learning

Our Learning Hub has been accessed 1442 times since its launch in February 2023. Further work to implement a bespoke element on the Staff App for frontline employees, with no laptops, is in progress.

5 Learning and Development outcomes from Appraisals

- 5.1 The learning and development needs of our employees are discussed within the annual Appraisal process. For 2023 – 2024 the development needs will be aligned to six key themes: Leadership and Management, Professional Development, Digital Skills, Apprenticeship Levy Qualifications, Corporate Statutory and Mandatory Training and Diversity and Inclusion. This encourages managers and employees to discuss development needs and aspirations throughout their one to ones and appraisals. The themes then inform the corporate development offer. Improving access to development throughout the employee life cycle can support growing our own talent for the future and employees who feel valued will remain engaged with the organisation.

6 Talent Development

6.1 I Will Accelerate Programme

As part of the Council's commitment to Diversity and Inclusion the Council committed to three talent development programmes which are being targeted at the three cohorts of employees who are under-represented at leadership level, (including senior leadership) within the Council, as informed by our workforce data. I Will Accelerate is a positive action programme that took place in 2022 as a series of 3 interactive career webinars for employees from minority ethnic backgrounds.

6.2 Calibre Talent Management Programme

The Calibre programme which was also a positive action programme was targeted at employees with a disability, who are neurodiverse or have a long term physical or mental health condition. The programme was also launched in 2022 and was open to employee regardless of grade. In addition to the main workshops, the 14 participants who took part were paired with mentors from our Extended Leadership Team to further their development and were also required to complete a personal project.

The programme has been valuable to all participants who have shared their experiences at a graduation event in April 2023 and also with the Lifelong Learning Steering Group and the Diversity & Inclusion Trade Union Working Group.

Participants have raised awareness of some of the barriers they face as employees with a disability within the Council, to help drive sustainable culture change. The success of this programme has led to a change to the Council's approach whereby the funding for reasonable adjustment has become centralised and a suite of

additional training courses for managers has been commissioned. The projects completed will help to inform the new Diversity and Inclusion Strategy 2024 – 2027.

6.3 Coaching Culture Platform

Coaching Culture is a digital self-development platform which aims to help establish a supportive coaching culture within the organisation, by improving the coaching capability of employees and managers, through a series of exciting bite-sized online modules.

The Coaching Culture platform is accessible through a range of different devices including laptops, tablets, and mobile phones and is open to all. The platform consists of two different elements: Mindset and Lessons.

The ‘Mindset’ modules tool colleagues to conduct a short self-assessment on each module that asks searching questions to identify how they behave and respond to different situations. Based on the responses in each ‘Mindset’ module, colleagues are provided with a personalised outcome. The ‘Lessons’ modules aim to equip managers and supervisors with the coaching skills required to coach their teams effectively and enable better coaching conversations within the workplace.

During 2022 – 2023 there have been 1356 modules completed. The Council was able to purchase this at a reduced cost due to our West Midlands Coaching Pool subscription via West Midlands Employers.

The platform offers modules based on a range of subjects, some of these are:

- Growth Mindset
- Positive Attitude
- Change Readiness
- Emotional Intelligence

7 **Diversity and Inclusion Events**

7.1 National Inclusion Week

In September 2022, the Workforce Diversity and Inclusion team facilitated National Inclusion Week. This involved 8 events, open to all Council employees, on topics including Civility Saves Lives, Neurodiversity 101, Hidden Disabilities and LGBT+ Inclusion. These sessions were recorded and are available on the D&I Intranet homepage for employees to watch on demand. We will mark National Inclusion Week again in 2023. This year we aim to increase attendance across events and monitor uptake across all service areas.

Attendance at events was as follows:

| Event | No. of Participants |
|---------------------------------|----------------------------|
| LGBT+ Inclusion | 25 |
| Civility Saves Lives | 35 |
| Hidden Disabilities | 44 |
| Fireside Chat with John Amaechi | 97 |
| Neurodiversity 101 | 70 |

| | |
|------------------------|-----|
| Financial Wellbeing | 15 |
| British Sign Language | 4 |
| Bystander Intervention | 23 |
| Total | 313 |

7.2 Diversity and Inclusion Courses

Coventry City Council, like other Council's in the region, became early adopters of the Race Equality Code in 2022. Diversity and Inclusion training was introduced to OCLT in March 2022, followed by two sessions delivered to ELT in June and September 2022. Since October 2022 this training has been delivered across the Council to several teams, including Adult Education, Housing and Homelessness, Legal Services, Procurement, Election and Members, Regulatory Services, Transformation, People and Culture, Children's Services, Employee Relations, Public Health, Business, Investment and Culture, Customer Services and Adult Social Care.

The training was delivered by Dr Sophie Pitt, an educational psychologist within the SEND & Specialist Services team. Feedback from participants has been overwhelmingly positive with participants stating that the sessions have inspired thoughts about how we deliver services across the City.

8 **Online Learning**

Coventry City Council has a suite of online e-learning courses that are provided by MeLearning, an external company who supply the Council's online learning platform.

8.1 Corporate Statutory and Mandatory Online Training

To ensure that all Council employees are aware of their legal responsibilities, every employee must complete the following statutory and mandatory courses within one month of starting their career at the Council:

- Health and Safety in the Workplace
- Fire Safety Awareness
- Equality and Diversity
- Safeguarding Awareness
- Data Protection and Information Security

These courses can be completed via the online platform, or for those employees without access to laptops, a range of alternative training material is provided via pdf or videos covering the content. Between 1st April 2022 – 31st March 2023 there have been 11914 completions of these courses. The focus for 2023 is to deliver face to face statutory and mandatory training at Whitley Depot in order to increase the number of completions.

8.2 Other Online Learning Courses

MeLearning provide a range of other online learning courses of which 9040 courses were completed between 1st April 2022 – 31st March 2023.

The top completed courses include:

- Manual Handling
- Safeguarding Against Radicalisation - The Prevent Duty
- Conflict Management
- Food Safety and Hygiene Essentials
- Resilience
- Personal Safety: Lone Worker
- Handling Violence and Aggression at Work
- Communication Skills

9 Leadership and Management

9.1 Stepping into Management

Coventry City Council launched its new Stepping into Management Programme in 2022 with 30 participants and feedback has been excellent. This programme offers new, existing, and aspiring first-line supervisors and managers the opportunity to enhance their skills and knowledge to support them as our managers and leaders for the future.

The programme has six modules:

- Introduction to First Line Management
- Managing in a One Coventry Way
- People Management Skills
- Managing Effective Conversations
- Developing your Team
- Evaluation of the Impact

The programme is delivered by the Corporate Learning and Development Lead and an external expert in the field. It is aligned to the Chartered Management Institute (CMI) level 3 but is not yet accredited however we are in the process of gaining this accreditation.

10 Future Plans

10.1 Corporate Learning and Development Priorities for 2023 - 2024

Learning and development access will need to evolve with new technologies and be more accessible to everyone throughout their careers.

It is important going forward to consider the needs of all employees within learning and development and explore a way for everyone to access this throughout their employee journey at the Council. This will support and enable employees to meet the changing needs of their role and be able to meet the requirements within our One Coventry Council Plan.

A range of new programmes are currently being scoped and will commence during 2023 – 2024. Appendix 2 shows the costs anticipated for upcoming programmes.

10.2 Amplify - LGBTQIA Talent Development Programme

Following the success of talent development programmes, a new initiative is being launched for employees who identify as LGBTQIA.

One of the key aims of the Council's Workforce Diversity and Inclusion Strategy 2021-2023, is to proactively assist the career development and progression of employees from under-represented groups. Workforce data shows that our employees who identify as LGBTQIA are under-represented at leadership and management levels across the organisation.

As a result, the Council will once again be taking positive action, utilising Section 158 of the Equality Act 2010, to deliver a new talent development programme called Amplify – be the change.

The programme will be launched in September 2023 and be delivered as six 90-minute interactive workshops.

10.3 Tackling Burnout – Strategies for Men in the Workplace

Research informs us that 3 out of 4 suicide victims are men, 85% of homeless people are men, and 2.7 million men in the UK are prescribed anti-depressants. To ensure that we are providing the right psychological support for our male workforce we are currently offering a new programme called 'Tackling Burnout – Strategies for Men in the Workplace, for men who might be struggling to find a good work/life balance.

Our Learning at Work Week attendance analytics found that men were under-represented during the week of learning with only 14% of our male employees engaging in learning compared with 32% of men in the workforce at that time. The two sessions delivered were popular, resulting in both sessions being full to the 40-place capacity within two days of the programme being made available. The feedback has been excellent.

Further sessions for men, covering new topics are currently being scoped which includes a number of face-to-face sessions.

10.4 Disability Inclusion and Reasonable Adjustments Training for Managers

Following on from the successful Calibre Programme the need for this course has been highlighted, therefore 3 sessions have been booked to support managers across the Council to gain a better understanding. The training will support managers to feel confident to have effective and appropriate conversations about disability and reasonable adjustments. The sessions include policies, upskilling on knowledge and use of the personal adjustment passport.

10.5 AWARE Programme

An AWARE Programme (Appreciative, Wise, Active, Resilient, Emotionally Intelligent) for middle managers will be launched as a pilot session in September 2023. There will be places for 15 managers, and it is designed to be a combination of online learning and an action learning set after each of the 5 modules.

The programme will be delivered by external facilitators and will include the following topics:

- Be Appreciative – look for the good
- Be Wise – know yourself and your organisation
- Be Active – explore effective communication
- Be Resilient – bounce back
- Be Emotionally Intelligent – feel personally and socially competent

10.6 Climate change

The Learning and Development team are currently exploring training to support our One Coventry Council Plan ambitions for tackling the causes and consequences of climate change. We will be working very closely with the Head of Climate Change and Sustainability and the Strategic Lead for Green Futures to ensure that we have an offer which supports the Council's Climate Change and Green agendas.

Once the relevant courses have been agreed and the procurement process has been completed, training will be commissioned and will commence in later in year

10.7 Managing in a One Coventry Way

Building on the success of the module Managing in a One Coventry Way, which sits within the Stepping into Management Programme, this course has been commissioned for other managers across the Council. By strengthening the leadership and management capability of our workforce it will enable us to address some of the challenges we face as an organisation and be in a better position to deliver our One Coventry ambitions through our One Coventry Council Plan.

The aim of this course is to understand how to effectively manage employees and a team, in alignment with the strategic objectives of an organisation within a value-led framework.

10.8 Coventry Health Determinants Research Collaboration (HDRC)

Coventry City Council were successful in its bid for £5 million pounds (over 5 years) to deliver a Health Determinants Research Collaboration (HDRC) across the city in partnership with a number of partners from the University of Warwick, Coventry University, and voluntary sector organisations across Coventry. The Coventry HDRC is focused on boosting the Council's capacity and capability to do high-quality research to tackle health inequalities. On this journey Coventry City Council will develop the necessary infrastructure for research to take place across the Council, the project will run until 2027.

10.9 Other training that will be delivered in 2023 – 2024

- Women in the workplace
- LGBTQ+ awareness training for the wider organisation
- Inclusion Week in 2023
- Learning at Work Week in Spring 2024

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Appendix 1 - Corporate Learning & Development Events 1st April 2022 – 31st March 2023

| Provider | Costs | Description |
|--|-------------------|-----------------------------------|
| External Contractor | £12,031.00 | Corporate Learning & Development |
| External Contractor | £15,228.00 | Diversity & Inclusion Development |
| External Contractor | £32,416.00 | Talent Development |
| External Contractor | £7,710.00 | Job Evaluation Training |
| TOTAL Spend 10150 - Budget £79,066.00 | £67,385.00 | Saving £11,681.00 |

Appendix 2 - Corporate Learning and Development Priorities for 2023 – 2024

| Provider | Costs | Description |
|---|-------------------|-----------------------------------|
| External Contractor | £23,375.00 | Corporate Learning & Development |
| External Contractor | £4,800.00 | Diversity & Inclusion Development |
| External Contractor | £25,000.00 | Talent Development |
| Projection 10150 - Budget £59,297.00 | £53,175.00 | |