

## **Learning and Development- Training Offer**

### **Learning & Development Team**

The Learning and Development (L&D) team provides a supporting and enabling function to all directorates, providing a mix of consultancy and project development services. The team support directorates with both centrally delivered programmes and locally led initiatives. The team also offers diagnostic capabilities, supported by industry-recognised interventions, such as Belbin, as well as support with other learning and development initiatives such as staff surveys, talent development and culture change.

### **Essential training**

Here at Surrey County Council we collectively refer to our statutory and mandatory training as 'essential' training and for us it means that staff will have the knowledge to maintain a healthy and safe working environment for themselves and their colleagues. Essential training represents a significant investment and undertaking for all staff working within SCC. Once these core topics are embedded successfully further directorate or service related 'essential' training will be undertaken.

### **Induction**

Our induction programme provides our new employee's or those moving internally with the information they need to get started and operate effectively in their appointed role. It includes general information related to the council, workplace health and safety, equal employment opportunity, development opportunities and also the relevant policies, procedures and expectations of the council. Its goal is to align new starters with Surrey's culture, mission and values, and focus on strengthening their connection to the council and its staff.

### **Continuing Professional Development**

Included in our offer are the continuing professional development (CPD) requirements for several key professional groups of staff (e.g. Social Workers and Occupational therapists). Within social care we have a significant number of staff who are required to maintain and develop their knowledge and skills in order to maintain their registration with Health Care Professions Council (HCPC). Our CPD activities can range from formal classroom events, workshops or seminars, to more informal approaches such as work-based learning or mentoring. CPD can also include self-directed study such as e-learning courses with access to a wide range of online pocket books and journals.

### **Blended Learning**

Our development programmes are purposefully delivered using a blended approach which involves e-learning being combined with traditional classroom methods and independent study to create a new, hybrid teaching methodology. As we move forward L&D we are focusing on providing staff with options to be more self-managing. We are reducing the number of classroom events and replacing them with alternative ways staff can upskills and develop. We are promoting more forums and discussion groups in order to share best practice and new ideas. As our elearning portfolio increases we are making sure that all new modules added can be run on a variety of handheld devices.

### **Apprenticeships & Sponsored Qualifications**

We have been actively promoting the opportunity to undertake sponsored qualification across all directorates and supported by service based Apprenticeship Champions the numbers of starts has steady increased over the months and we are forecast to meet our 264 target for 2017/18. With new apprenticeship standards being approved monthly new areas across the council will begin to utilise the opportunity to undertake fully funded qualifications up to maters level.

### **Occupancy**

We closely monitor the attendance figures of our classroom courses to ensure we maximise the places available and the occupancy rate has been on average 66%. Each month we share attendance data with the services through the team leads attendance at management meetings or via email to the service learning and development leads. By providing this master data we are able to work with the service to tackle teams where there are high levels of late cancellation and no shows.

### **Surrey's Leadership Development Offer**

The organisations approach to corporate development of its leaders and managers has been reviewed based on extensive research into current leadership development practices, consultation with key stakeholders, in house data including our staff survey result and evaluation on previous leadership programmes. A revised leadership offer was launch in September 2017 that sought to support the key finding from the research that recognised that leaders have less time to attend training and need development opportunities that help them address contextual and real life challenges in the work place.

The Vision was to have a leadership offer that:

- Seeks out the critical challenges of our time and puts the resident at the heart of what we do
- Maintains a culture of high performance and self-awareness with leaders living the values and behaviours
- Creates a dynamic, collaborative, continuous and sustainable learning experience

The Leadership Programme Outcomes are defined as follows:

- **Values and behaviours** are embedded and role modelled
- **Skills** are applied with confidence and equity
- **Leadership style** evolves and adapts to organisational need
- **Systems leadership** drives how we think about, design and run our services.

The leadership and management Offer and programmes are underpinned by:

- 2017 Leadership Expectations
- Values and Behaviours (SCC Behaviours Framework 2016)
- Leadership Programme Outcomes

The leadership offer seeks to support leaders to take a more self-directed approach to their learning and development and embracing new technologies to collaborate and share learning across the wider system to support the development of a learning organisational culture.

The leadership offer includes the following interventions, and programmes:

- Promotion of the Sponsored qualification
- On live leadership community that host toolkits that can be downloaded
- A core leadership and management offer with a range of workshops focusing on addressing tackling current challenges; System leadership, Evidence based decision making, storytelling, problem solving
- Senior leader led breakfast briefing
- Talent management and succession programmes e.g. Aspiring managers and Strategic leadership
- Bespoke interventions for areas like, systems leadership development, team growth and wellbeing.