

Governance, Risk and Best Value Committee

10.00am, Thursday, 21 April 2016

Induction and Mandatory Learning

Item number 7.8

Report number

Executive/routine

Wards

Executive summary

The committee has previously expressed concerns over the lack of compliance with the Council's suite of mandatory learning and induction processes.

This report summarises the work undertaken to review mandatory learning and introduces a revised approach, coupled with the introduction of a new technology-based solution.

In addition, the report recommends the introduction of a corporate Induction programme to which all new employees will be invited within 8 weeks of joining the Council.

Links

Coalition pledges

Council outcomes

Single Outcome Agreement

Induction and Mandatory Learning

Recommendations

- 1.1 The Committee is asked to note the current position and progress with regard to an organisation-wide review of mandatory learning and the introduction of a Corporate Induction Programme

Background

- 2.1 There is understandable concern about reported low completion rates for the induction and mandatory training by employees and managers. As at January 2016, there was 21% completion for induction training and 56% completion for mandatory training.
- 2.2 Induction training
 - 2.2.1 Failure to complete induction means that people join the Council without a full understanding of the organisation, its aims, ambitions and the requirements of their role.
 - 2.2.2 An induction process for staff and managers has been in place for a few years but is not consistently and robustly implemented, therefore compliance is low. This is due in part to being cumbersome and not fit for purpose.
 - 2.2.3 Service areas have carried out their own induction processes and this varies in approach across the Council. There is not a Council-wide induction in which all staff are required to participate.
- 2.3 Mandatory training
 - 2.3.1 Service areas have different methods of identifying, providing, reporting and recording mandatory learning for new and existing staff and again there is no corporate standard for what constitutes mandatory learning aligned to overall Council Service Plan priorities.
- 2.4 Induction and mandatory learning require to be reviewed and revised with a view to a single approach across the Council.

Main report

- 3.1 In order to deliver a skilled and talented workforce the Council needs to develop, a strategy for learning and development, including the creation of induction and mandatory learning.

Mandatory Learning

- 3.2 The Council is a large, complex organisation with hundreds of job types to legislate for. This makes identification of mandatory learning complicated and therefore implementation, recording and reporting challenging.
- 3.3 The Council requires an understandable, concise, and easy to access system in place to identify mandatory learning for staff when they are new to post and to address their ongoing needs.
- 3.4 A framework is being created which identifies mandatory learning at three levels. Level one is applied to all staff; level two is applied to each professional area e.g. Social Work (children), Catering, Manager; and level three is specific to role.
- 3.5 Work is being done with Agilisys to ensure that the build for the new HR system, which is due for implementation in October 2016, will enable pre-population of levels 1 and 2 required learning. Level 3 requirements will be identified in discussion with the line manager and then recorded on the system. (See Appendix one).
- 3.6 Guidance will be created to assist with identification and recording of level 3 mandatory learning.
- 3.7 Mandatory learning at level 1 has two products: an induction programme for new employees and a booklet called 'Knowing the Organisation' for current employees.
- 3.8 The 'Knowing the Organisation' booklet replaces the Key Policy Awareness Checklist. In its interim format (until implementation of the new HR system) it will be a booklet which can be accessed in hard copy and on the Orb. Support will be offered to line managers with the implementation of this. Employees will read the booklet, which contains key information from all essential policies and includes links to full policy documentation.
- 3.9 Managers will record on the HR system when an employee has read the 'Knowing the Organisation' booklet.
- 3.10 There will be an interim mandatory programme in place by the end of April 2016. More extensive, sophisticated products will be produced in time for the new Agilisys go-live date in October.

Induction

- 3.11 The 'Knowing the Organisation' booklet also forms part of the induction programme.
- 3.12 Council Induction will include:
- A checklist
 - A welcome film to be viewed on day 1
 - 'Knowing your Organisation' booklet
 - A set of activities undertaken with line manager (guidance will be provided)
 - Review of mandatory learning and plan to undertake
 - A brief suite of e-learning
 - 0.5 day induction event run every 6-8 weeks which will include an overview of our Vision and business plan, our Service Areas and services we provide to our customers, and our organisational values.
- 3.13 There will be separate checklists for employees and for new staff who will have responsibility for managing teams.
- 3.14 There will be an interim induction programme in place by the end of April 2016.

Measures of success

- 4.1 All employees have a clear understanding as to what mandatory learning is required of them.
- 4.2 There is a system in place to identify mandatory learning which is accessible and understandable.
- 4.3 Mandatory learning can be efficiently and effectively recorded and reported.
- 4.4 The Induction programme is engaging, informative and easy to manage.
- 4.5 All new staff participate in the induction programme.
- 4.6 Induction can be efficiently and effectively recorded and reported on.

Financial impact

- 5.1 Induction and mandatory learning are already financed within Council budgets. The new information will enable more systematic and effective planning of this.

Risk, policy, compliance and governance impact

- 6.1 The lack of compliance with mandatory learning and induction was sufficient for it to be considered as one of the Council's top 5 risks on the corporate risk register.
- 6.2 Introduction of the measures and practices highlighted in this report will allow these risks to be managed and reduced within risk appetite.

Equalities impact

- 7.1 There are no significant equalities impacts arising as a result of the implementation of the recommendations in this report.

Sustainability impact

- 8.1 The implementation of the recommendations and practices within this report will ensure that new employees are able to better understand their roles on joining the Council and be quickly assimilated into their work.
- 8.2 Compliance with revised mandatory learning practices will ensure that our people are fit to practice their roles and the Council can have confidence in the skills and abilities of its people to deliver high quality services.

Consultation and engagement

- 9.1 The project group comprises staff from former Children and Families, Health and Social Care, Services for Communities and Corporate Governance teams and a representative from Health and Safety.
- 9.2 The work of the group has been monitored on a fortnightly basis at the human Resources and Organisational Development Strategy Group.
- 9.3 Consultation and engagement has also taken place with the Corporate Leadership Team, and colleagues from Audit, Risk, Information Governance, Localities and Agilisys.
- 9.4 Consultation on products created will require to be carried out with appropriate groups.

Background reading/external references

None.

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Links

Coalition pledges

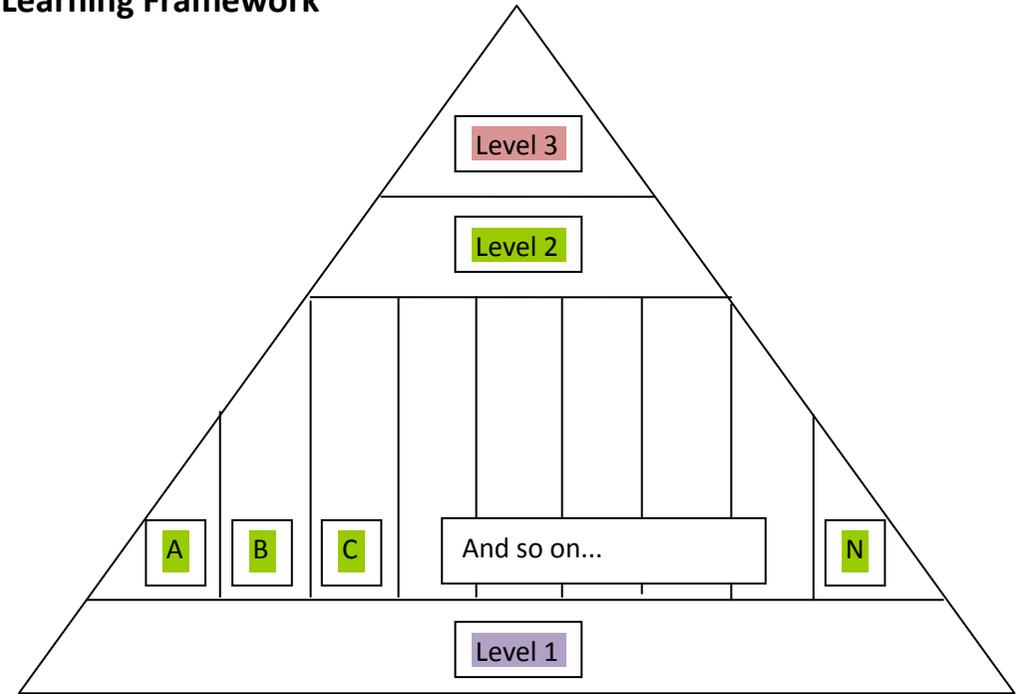
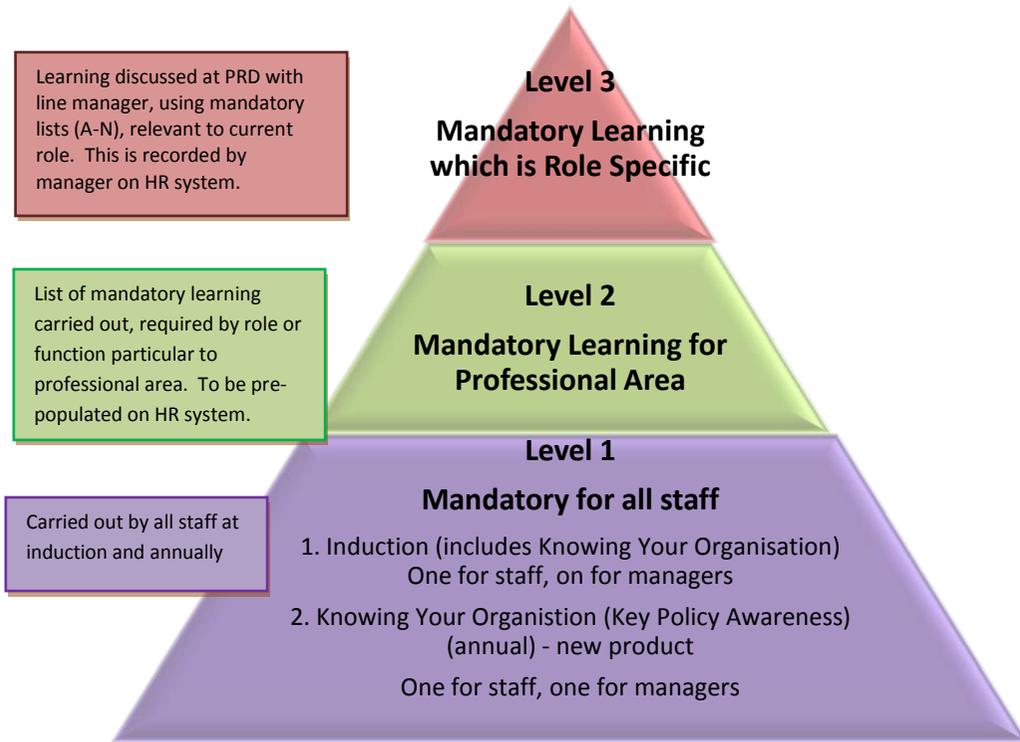
Council outcomes

**Single Outcome
Agreement**

Appendices

Appendix 1 – Induction and Mandatory Learning Framework

Induction and Mandatory Learning Framework



Level 2 (indicative only)													
A	B	C	D	E	F	G	H	I	J	K	L	M	N
Work with children	Work with children who are looked after	Work with children affected by disabilities	Work with vulnerable children	Work with the public	Social care/work (adults)	Social work (children)	Planning	Legal	Catering	Office / admin	Early Years and childcare	Manager People	Manager Establishment
1. Child protection Level 2			1. CALM 2. Child Protection Level 3	1. Conflict	1. Hand hygiene 2. Adult support and protection	1. Child Protection Level 3		1. CPD	1. Food hygiene	1. Data protection and information security			