

Finance and Resources Committee

Tuesday 25 April 2023

Workforce Dashboard with Maximising Our Capability and Performance Deep Dive

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 To note the deep dive provided to update on the 'Maximising Our Capability and Performance' Action 5 Learning workstream committed to in the Council's People Strategy (Our Future Council 2021-2024).

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2. Executive Summary

- 2.1 On the 9 December 2021, Committee approved changes to the format and reporting of the Council's Workforce Dashboard. It was agreed that an annual deep dive report on one of the three strategic themes in 'Our Future Council People Strategy 2021-2024' would be provided alongside the quarterly high level workforce dashboard.

Previous deep dive reports on themes: Living our Behaviours and Enhancing our Colleague Experience, were presented to Committee in 2022. This report covers the final theme: Maximising our Capability and Performance with a focus on learning.

As 'Our Future Council People Strategy 2021-2024' is due for review, we will take the opportunity to consider how we will report progress on implementation of the refreshed People Strategy to Committee and present options for consideration.

- 2.2 This report provides 'deep dive' data and analysis for workforce learning and development within the Council for the period January to December 2022. The 'Highlights of the Council's Learning and Development Activities 2022' provides further detail of learning and development activity during this period and is included as an appendix to this report.

- 2.3 As part of our People Strategy, work has continued to support our workforce to access the learning and development that they need to do their jobs well. This comes under our People Strategy theme of Maximising Our Capability and Performance. This 'deep dive' provides an update on work which has been delivered throughout 2022. It also captures current activity and next steps.

- 2.4 Our People Strategy and Strategic Workforce Plan articulates that we will:

- continue to invest in core learning to keep us safe and ensure colleagues are set up for success;
- launch our new digital learning platform;
- identify and close skills gaps and experience. Current and anticipated gaps identified in the Strategic Workforce Plan include:

Commerciality and financial acumen, leading and managing change, facilitation and mediation, carbon literacy, project and programme management, leading teams, supporting resilience, equality, consultation and citizen empowerment, service design, business analysis, agile working methods, process reengineering and intelligent automation.

- 2.5 The report will also highlight progress to date in relation to learning provision which supports the actions for change outlined above.

3. Main report

- 3.1 Learning at work is everyone's responsibility. Individuals and line managers have a key role to play. The Council's Learning and Development Team are a key enabler of learning. There are also local learning teams sitting within some directorates who arrange role-specific learning.
- 3.2 The Council's Learning and Development Team has worked with service areas across the Council to articulate specific learning for every job role. This is the learning that is necessary to enable colleagues to carry out their responsibilities. There are approximately 11,00 job roles in the Council.
- 3.3 Role-specific learning is provided and organised within services and teams; by specific subject matter experts in the organisation and by the Council's Learning and Development Team.
- 3.4 Learning completion is recorded in several ways: locally, within service areas, on the Council's HR System, MidlandHR or on our learning experience platform, myLearning Hub (MLH). Managers now have access to a dashboard on MLH so that they can monitor completion of essential digital learning by their direct reports.
- 3.5 Learning provision within the Council is blended: in-person (in a classroom or virtually on MS Teams), digital through the Council's learning platform MLH, or on-the-job through mentoring, coaching and shadowing.
- 3.6 Essential qualifications for specific roles are also supported by the Council's Learning and Development team e.g., Scottish Vocational Qualifications (SVQs) and post graduate qualifications such as the Mental Health Officer programme. To give an illustration, in 2022 138 Health and Social Care colleagues were supported to engage in SVQ study with 39 of those colleagues successfully achieving their award in that period.
- 3.7 The Council's Learning and Development Team manage contracts with providers of essential learning in specialist areas including First Aid, Manual Handling, Challenging Behaviour (CALM), Management of Medicines and Dealing with Conflict, Personal Safety and Lone Working. In 2022 we delivered 100 First Aid events (comprising 1 and 3 day courses), 133 Management and Administration of Medicines courses, 239 Manual Handling courses and 353 CALM online theory completions.
- 3.8 To support diverse roles within the Place Directorate, the Council's Learning and Development Team worked with managers and providers to organise 168 training events covering a range of areas, e.g., pesticide awareness, gantry, compact tractor, excavators, electrical safety in street furniture, abrasive wheels, reversing assistant, driver competence, signing, lighting and guarding and telehandler.
- 3.9 The Council's platform for digital learning is myLearning Hub. In 2022 13,000 colleagues activated their accounts with over 320,000 views on the system. 465 new digital learning resources were added to the platform during this period including new modules for managers on Domestic Abuse and learning to support

implementation of the revised Disciplinary Policy. An ongoing communications and support programme is in place to encourage increased access to MLH. At the time of writing the number of users on myLearning Hub has increased to 13,881, 75% of accounts.

- 3.10 Examples of learning and development from some of the services who provide role-specific learning and development for the workforce is detailed below. This spotlights some but not all, of the key learning interventions in the last quarter of 2022.

Children, Education and Justice Services

28 colleagues from Young Person's Residential Care came together for a face-to-face workshop in December 2022 to explore good practice in Case Recording and what this means for Children's Rights and the current models employed within the service. An Evaluation Report with wider analysis was provided to the Service Managers, which included considerations for next steps.

Learning is also provided for colleagues working in education within the service itself. The focus of development sessions includes additional support for learning, learning and teaching, Probationer Teacher programme, excursions/group leader training and supporting young people. Child Protection learning is also provided for specific and intensive contact workforce.

Newly Qualified Social Worker (NQSW) programme

Throughout 2022 we continued to roll out the NQSW Supported Year pilot programme, gathering feedback and evaluating progress. This involved verifying the quality of the portfolios and supporting managers with their roles and responsibilities to implement the requirements of the programme. Mentor skills development has been offered to peer mentors. The learning induction programme will begin to run fortnightly throughout the year. This is to encourage regular learning times which accommodates the requirements for new social workers to have protected learning time and to enable access to training from their start date with the Council.

A Practice Learning Hub model is being set up in the Edinburgh Health and Social Care Partnership. This will support student social workers to complete their placements with the Council. Two permanent Practice Educators are being recruited to undertake this task. Supporting placements in the Council can help with succession planning.

Contact Centre Corporate Services

Learning is provided for new colleagues joining Social Care Direct, Repairs Direct, Council Tax services in the Customer Contact Centre.

Customer service training was also provided for colleagues in localities.

Other learning and development work which took place at the end of 2022 to support colleagues included the design of a new Council Tax, Benefits and Non-Domestic Rates course due for roll out in early 2023.

A range of guidance and learning was provided to support colleagues with different functions of Verint and Mitel systems Integration.

Finance Systems Training Corporate Services

All training for Oracle and Frontier is provided by the Finance Systems Training team either through eLearning or face-to-face via Teams.

Oracle iProcurement Essentials for Requisitioners – 4 courses were run between October and December with 48 delegates in total across all courses. The overall feedback shows 97% of delegates scoring the training at 8/10 or higher.

Background to Council Budgets eLearning is completed by all new budget managers before they are given access to Frontier. Work to revise the learning content to include capital budgets was completed in November – with the support of the Council’s Learning and Development team. 15 staff completed the eLearning between October and December and feedback has been positive.

Frontier training is completed by all new budget managers before Frontier access is given. 18 colleagues completed this e-learning between October and December.

3.11 Other learning events which have been organised to support some of the identified areas in the People Strategy and Strategic Workforce Plan include:

- An Organisational Design Course for HR colleagues who are supporting business areas with service design
- The Consultation Institute has been appointed to deliver learning to develop colleagues’ skills and knowledge in consultation services and techniques. 22 colleagues from across Council services attended the Institute’s Certificate of Professional Development (CPD) programme, with a further 12 delegates scheduled to complete this in April 2023. 10 colleagues have also been awarded their Advanced Practitioner Certificate through additional learning.
- 217 colleagues trained in Climate Literacy,
- In 2022 five Integrated Impact Assessment learning events were facilitated

4. Next Steps

To help achieve the outcomes of Action 5: Learning in the People Strategy for 2023/24, the Council’s Learning and Development Team will:

4.1 Continue to work with services to support the delivery of robust role-specific learning which provides best value for the Council. A new Learning and Development Framework for some of the larger volumes of learning provision has been procured to support best value and will commence in April 2023.

- 4.2 Set up a Governance Group to monitor and review core essential learning which is undertaken by all colleagues and managers, making this proportionate to roles. The Governance Group will also make decisions about core refresher learning and new requests for colleague learning. Annual reports will also be provided to the Council's Leadership team and committee which highlight completion rates of digital learning, proposals for refresher learning and any new requirements for essential learning.
- 4.3 Implement remaining recommendations from the Inquiry and Review on leadership and learning including the roll out of digital learning modules which support the launch of revised policies and the Code of Conduct.
- 4.4 Continue to support increased access to myLearning Hub through regular communications and onsite support.
- 4.5 Design modern digital resources which offer colleagues a great learner experience, help us to meet our essential and professional development learning requirements and to support the delivery of other Council priorities e.g. Wellbeing, Policy Development and Carbon Literacy.
- 4.6 Support all colleagues and leaders to access progressive learning which supports all areas highlighted in the People Strategy, Strategic Workforce Plan, the Council's Business Plan and the Recommendations of the Inquiry and Review through consultancy with colleagues, modern design and creative delivery.
- 4.7 Support our leaders to reflect and build upon their approaches and skills so that they are confident in leading self, teams and service e.g., a planned programme of learning which will be made available to leaders in the next year includes Policy into Practice sessions and Managing and Building Relationships at Work. The Leadership Framework and Managers 'Essentials Digital programme are also being updated.
- 4.8 Consider how to strengthen the learning culture within the Council further to support opportunities for career progression, leadership development and succession planning.

5. Financial impact

- 5.1 To note that annual corporate and localised budgets for learning are used to support colleagues to access essential and role-specific learning and ongoing development opportunities.

6. Stakeholder/Community Impact

- 6.1 Not Applicable

7. Background reading/external references

- 7.1 [COUNCIL PEOPLE STRATEGY 2021-2024](#)

- 7.2 [COUNCIL BUSINESS PLAN 2023 - 2027](#)
- 7.3 [STRATEGIC WORKFORCE PLAN 2021-24](#)
- 7.4 [INDEPENDENT INQUIRY AND REVIEW RECOMMENDATIONS 2021](#)

8. Appendices

- 8.1 Annual Highlights of Learning and Development Activity 2022

ANNUAL HIGHLIGHTS OF LEARNING AND DEVELOPMENT ACTIVITY

JANUARY TO DECEMBER 2022

The information contained within this report reflects some quantitative and qualitative data captured by the Learning and Development team for the period 2022.

It does not capture all workforce learning which takes place across the Council.

Learning and Development Data

Learning Events January to November 2022: Public Protection

- ▶ 13 Adult Support and Protection Level 2 courses
- ▶ 100 single-agency events in Child Support and Protection
- ▶ Facilitated Multi-Agency Child Support and Protection learning events
- ▶ Facilitated bespoke learning for staff on MV Victoria in Public Protection

Edinburgh Health and Social Care Partnership

- ▶ 133 Management and Administration of Medicines courses
- ▶ 154 Manual Handling and Hoisting of People courses
- ▶ 6 Current Care in Stroke courses (Part 1 and Part 2)
- ▶ 900 care colleagues accessed essential learning
- ▶ 5 Management of Epilepsy Courses
- ▶ 14 Manual Handling and Transportation of People courses

Edinburgh Health and Social Care Partnership and Children's Services

Dementia Training Partnership

- This train-the-trainer provision offers 40 participants (with reach of 400 employees+) in older peoples day, care home and home care services, a better understanding of the impact of the bio-psychosocial environment on a person's experience of dementia and how care and support can be tailored to enable each person to experience a greater sense of wellbeing, compassion, dignity and respect.

CALM training

- This training cuts across Children and Adult Disability Services, Special Education and Young Peoples Secure and Residential Services, and has contributed to culture shift, by access to a blended theory programme which emphasises prevention and de-escalation of stress and distress in the people we care and support, over restrictive practices. Safe care and support has been maintained through re-accrediting all **26 Physical Intervention and 6 Escapes Instructors, training 4 more Instructors**, participation in re-accreditation sessions, Instructor drop-ins and regular email and online contact.

Place

- ▶ 31 Manual Handling of Loads courses
- ▶ 37 Reversing Assistant courses
- 7 x Signing Lighting and Guarding for Operatives (Module 2)
- 14 x Signing Lighting and Guarding for Supervisors (Module 10)
- 3 x NPORS Hiab with Attachments
- 1 x NPORS Lorry Loader Hook
- 6 x Telehandler training
- 2 x Pesticide Awareness PA1 (1 more booked in Jan 2023)
- 1 x Pesticide Spraying PA6 (3 booked in Jan – March 2023)
- 1 x PASMA Mobile Access Towers for Users
- 1 x Pole Pruner for P&G
- 4 x NPORS Vehicle Hydraulic Loader
- 1 x Intro to Traffic Signals
- 1 x LinSig3 Junction Modelling
- 1 British Pest Association Level 2

Place

- 735 hours x Certificate of Competence Driver training
- AutoCAD Essentials, KeyPOST, KeySIGN and KeyLINES
- 10 colleagues attended Abrasive Wheels
- 15 places x Driver Category Licence training
- 1 x ERG 39 Electrical Safety in Street Furniture
- 1 IPAF Load/Unload
- 1 x Gantry Training
- 2 x Bird Control Safe Use of Weapons
- 3 x Cable Avoidance
- 2 x 3CX Compact Tractor
- 2 x 180/360 Excavator
- 5 colleagues attended NEC4 Accredited Project Manager training
- 1 x Jet Spraying course

Health and Safety Learning

- ▶ **100 First Aid Courses** which includes three day and one day courses
- ▶ **Digital licences for Enhanced First Aid Awareness**
- ▶ 149 licences allocated
- ▶ **Dealing with Conflict, Personal Safety and Lone Working**
- ▶ **120** digital licences issued
- ▶ **CALM online theory completions**
 - 157 in Residential Childcare
 - 140 in Education
 - 56 in Adult Learning Disability Services

Leadership, Induction, Wellbeing across Council

Learning and Development has facilitated:

- ▶ 11 Conversation Spotlight Sessions
- ▶ 10 Sickness Absence and Wellbeing Workshops
- ▶ 26 Be Well to Lead Well Workshops
- ▶ 6 New People Manager Events
- ▶ 6 Welcome Events
- ▶ Management of the Coaching Bank
- ▶ Bespoke sessions for services including managing change and leadership development
- ▶ 22 Mental Health Workshops
- ▶ Preparation for Retirement

Qualifications 2022

- ▶ Support Mental Health Officer programme with 4 colleagues successfully completing in 2022
- ▶ 12 candidates completed Elementary Food Hygiene certificate.
- ▶ 8 places on Adult Support and Protection Certificate
- ▶ 8 places on Child Welfare and Protection Certificate
- ▶ PDA Health and Social Care Supervision (SCQF7)

April 22: X 9 candidates (9 completions)

Aug 22: X 10 candidates (10 completions)

- ▶ HNC Social Care (SCQF7)

Oct 22: Graduation of 22 students (class of 2020-2022)

Oct 22: Intake of 38 new students

Essential Qualifications for colleagues working in EHSCP and Children's Services 2022

▶ **Level 6 Social Services Health Care**

Active during the period: 60 (32 enrolled Oct/Nov 22)

Complete during the period: 15

▶ **Level 7 Social Services Health Care**

Active during the period: 72 (22 enrolled oct/Nov 22)

Completed during the period: 21 completed

▶ **Level 9 Social Services Health Care**

Active 6

Complete 3

Qualitative Feedback on Learning Delivery

- ▶ Thank you so much. Really helpful and points for reflection. Enjoyed meeting new supportive, people and having space to consider new things. Lovely mix of talk, watching and listening.
- ▶ I felt that the pace was really good (which is challenging on Teams!) and the content was pitched really well to make all of us consider the skills needed to be a mentor, and how we can adapt to support the needs of our colleagues.

Mentoring Course for Depute Head Teachers

Qualitative Feedback: Impact on Learning

13

- ▶ This has been a really good course. It has stretched my thinking and knowledge and boosted my reflective practice.
- ▶ I have learned that I enjoy learning and I want to continue my learning experience and push myself to be the best I can be.

Participants studying for an HNC Health and Social Care

- ▶ Thank you for everyone's time and for making me feel welcome. I've been in the job role for approximately 11 weeks, and I feel better able to identify where my position lies within the Council now, who I'm supported by, also with a focus on partnership working.
- ▶ I feel I have a more rounded sense of the activities of the council, how it works, its plans and objectives for the future, and a greater sense of the Council community.

Participants attending the Council Welcome Event

Qualitative Feedback: Impact on Practice

- ▶ We have included residents in many of our meetings to obtain a resident perspective. We are focusing on making our environment much more dementia friendly in line with the Kings Fund tools and ensure that each resident is included in the writing of their care plan
- ▶ I have been more instrumental in helping the staff to understand why residents do things, what it means and how to approach.
- ▶ I am more conscious of trying to be clear and concise when relaying information

Participants on Dementia: Promoting
Excellence Course

Qualitative Feedback: Impact on Practice and Others

- ▶ Listen, ask one question at a time and pause for the person to consider. Value of asking open questions, get to know your new team members. Make sure you have the space / time to have the difficult conversations - consider doing this in person if you can and ask if the other person would be comfortable doing this. Think about how you have felt in difficult situations, don't judge - try to understand / acknowledge that this is not an easy situation.
- ▶ Coaching as a leadership style is encouraged Having real conversations with people we work with and lead could be a 'game changer' in achieving positive outcomes. We should always reflect on why we do things the way we do and what are the values of our job. Take positive approaches in leadership and be positive examples to staff we support. Building trust and using our strengths in our leadership approaches . Continuous learning on leadership will strengthen our value based skills.
- ▶ Reinforced the importance of connecting with people first, not having to have the answers but supporting other people to find the answers for themselves.

Participants on Conversation Spotlight

Digital Learning

- ▶ myLearning Hub:

13,000 active accounts

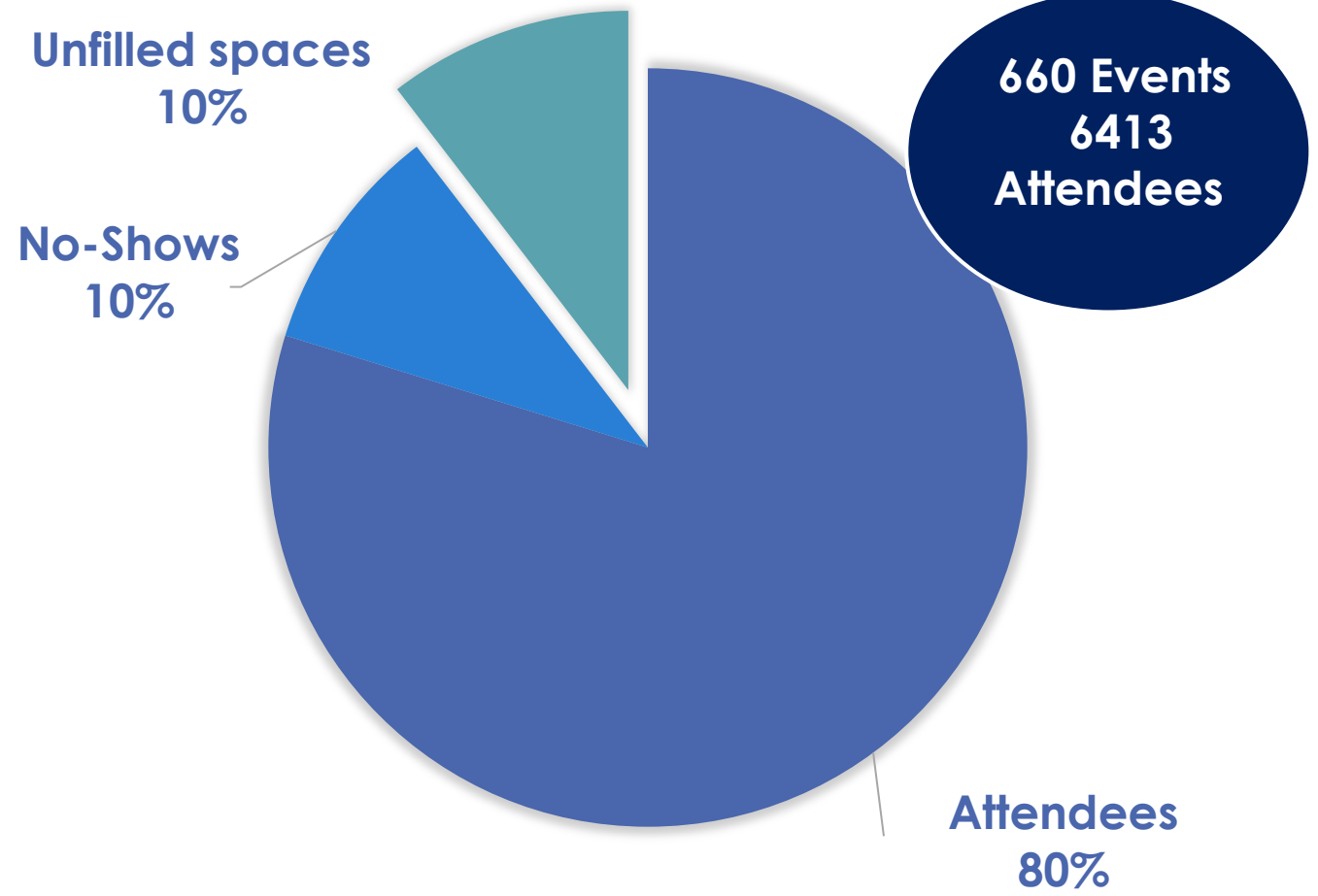
300, 000 views of digital resources

465 new learning resources added to the Hub including:

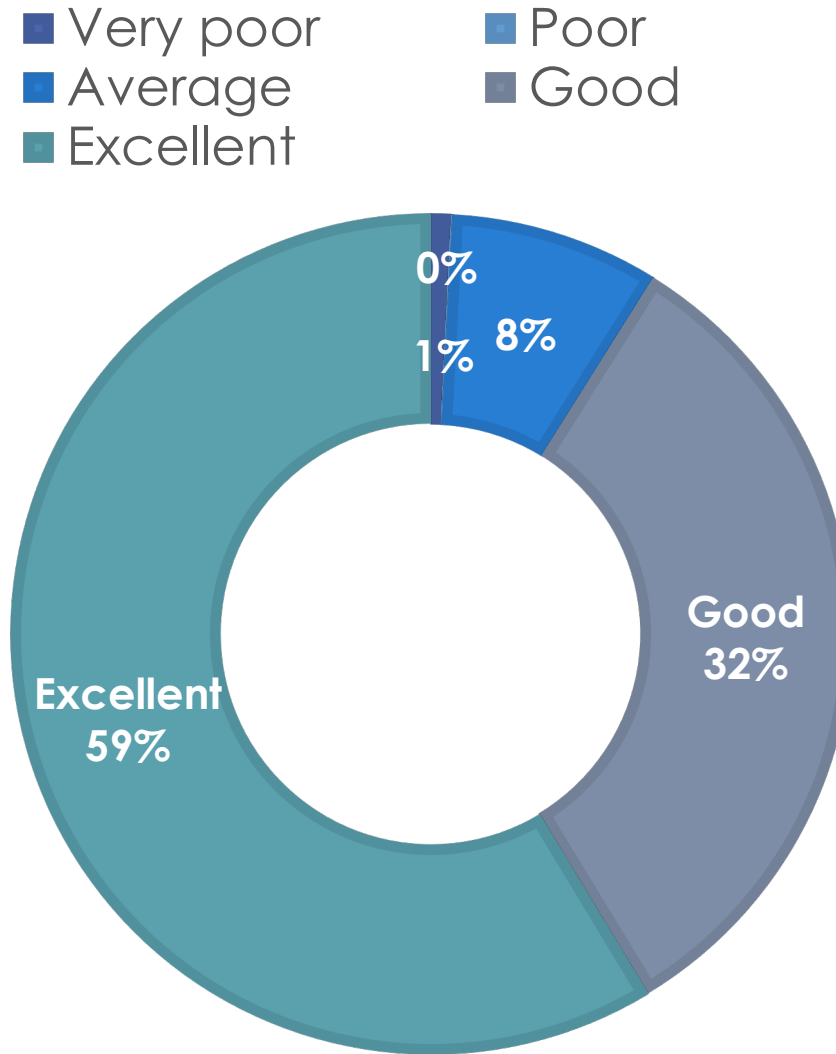
Tackling Domestic Abuse as a Workplace Issue and

Disciplinary Policy digital learning which support the Inquiry and Review Recommendations

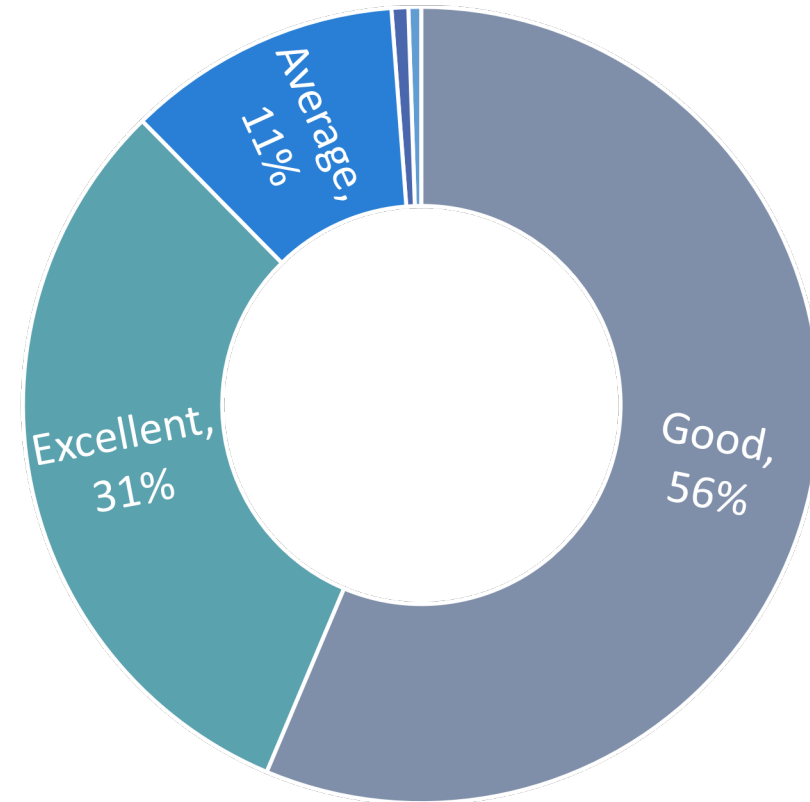
Utilisation of courses organised by Learning and Development in 2022



Face-to-Face Learning Satisfaction Rates 2022



- Very poor
- Poor
- Average
- Good
- Excellent



Digital Learning Satisfaction Rates

myLearning Hub Utilisation

20

Category	Totals
Views	320,107
Likes	2,448
Shares	809
Comments	1,266