

# North Lanarkshire Council Report

## Finance & Resources Committee

approval  noting

Ref FW/ST

Date 29 May 2019

## Learn NL – phase 2 planned programme of work 2019/20

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### Executive Summary

This report provides an overview of the planned 2019/20 second phase programme of work to further enhance and build on the Council's successful Learn NL provision which is encompassed within our Workforce for the Future Strategy and aligned to The Plan for North Lanarkshire (P061& P062 – Employee Learning and Development and Digital Workforce and Skills). This provision is critical to supporting our employee learning and development ambitions and our leadership capacity and the report summarises work to date and plans for the coming year, including the development of a digital skills programme to support the delivery of Digital NL. The report also contains an outline of learning and development work underway to support additional programmes of work within The Plan for North Lanarkshire including Disability Confident Leader and Employee Engagement and Wellbeing.

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### Recommendations

It is recommended that Finance and Resources committee:

- Note and endorse the planned direction and programme of work to deliver the next phase of our Learn NL programme encompassed within the Workforce for the Future Strategy.
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### Supporting Documents

**Council business plan to 2020** Improve the Council's resource base.

**Appendix 1** Feedback from We Aspire Leadership Programmes

**Appendix 2** Disability Confident Leader Programme

**Appendix 3** Learning at Work Week Programme

## 1. Background

- 1.1 Members will recall the Workforce for the Future strategy report that was approved by Enterprise and Housing Committee in February 2018.
  - 1.2 A further update on progress against this strategy was provided to Policy and Resources Committee in December 2018 and this included a summary of the employee learning and development work delivered in phase 1 including the very successful launch of our Learn NL provision to all employees across the Council.
  - 1.3 Since February 2018, work has continued around the further development and delivery of employee learning and development programmes of work under the banner of Learn NL, and this work will be critical to supporting our ambitions as set out in The Plan for North Lanarkshire.
  - 1.4 This work has included a review of our existing learning assets and digital learning infrastructure, in particular the planned replacement of our Login to Learn Platform which is no longer compatible with our future needs in terms of phase 2 of Learn NL.
  - 1.5 The completion of Phase 1 of Learn NL has also seen the launch of our new suite of leadership programmes for first level, middle and senior managers and the report contains early feedback from our first cohort of leaders across the Council, some of whom have recently completed a 6 month programme of work.
  - 1.6 Another key area of focus has been a review of our succession planning arrangements and phase 2 our Learn NL work will outline important programmes planned and underway in this area. This will be vital to help the Council identify and strengthen our pipeline of future leaders and officers. This work is especially important given the known demographic challenges we face across roles at this level.
  - 1.7 Finally significant work has been underway to support the Councils efforts to advance our progress as a Disability Confident Leader and the programme of work for phase 2 is outlined in this report.
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## 2. Report

### 2.1. Leadership development and succession planning

- 2.1.1 In September 2018 the Council launched three new We Aspire leader development programmes, namely; *Foundations*, *Fundamentals* and *Influential Leaders*. These programmes are designed to expand the capacity of our most promising current and future leaders to perform successfully in their roles in support of our shared ambition and plans.
- 2.1.2 Over 30 participants successfully completed the pilot programmes and will gain formal accreditation with Chartered Institute of Management (CMI). Positive feedback was received on the impact the learning has had (see **Appendix 1** for some feedback). A further 6 programmes will run during 2019 with over 30 individuals already nominated.

- 2.1.3 We are also developing pathways and programmes for leadership and management in Social Care, to reflect the level of complexity and desire to raise professional standards in the sector. In April 2019 we launched our pilot of a 'Personal Development Award (PDA) in Leadership and Management for Care services' SCQF level 9.
- 2.1.4 There are 9 individuals from across the care groups participating in an 18 month development programme. The programme supports qualified practitioners who may be aspiring to a management role or developing their knowledge and skills in management and individuals with a professional qualification e.g. social work, teaching, nursing who need a qualification for registration.
- 2.1.5 Education continue to promote their Leadership Framework and development offering in line with the requirements of the General Teaching Council for Scotland (GTSC) through LearnNL. We will work with the Heads of Education to review what additional requirements may be needed over the next 12-18 months.
- 2.1.6 In terms of succession planning, we know from our workforce demographics that as an organisation we are at risk by not having established succession plans and robust talent pipelines for senior management and leadership roles across the council.
- 2.1.7 During 2019/20 we will increase our effort and overall investment in this area. We are currently developing a Talent Profiling and Succession planning framework that will enable us to work with Heads of Service to identify our critical roles, assess our supply and demand, complete a candid assessment of teams and capture the potential and readiness of individuals to progress.
- 2.1.8 As part of this we will work with Heads of Service to profile our population of middle/senior managers and establish robust succession and accelerated development plans for individuals to close experience and skills gaps and enhance their readiness for future roles.
- 2.1.9 These development plans will be actively managed and supported by the Talent and Organisational Development Team, Senior HR Business Partners and Heads of Service and evaluated quarterly to ensure we measure the impact of our investment and continue to manage our known succession and leadership risks.

## **2.2 Improved management development offering**

- 2.2.1 Our primary focus has been the renewal and relaunch of our management development offering. We will support a more joined up and focused provision consistent to the needs across our services, aligned to our policies and procedures and supportive of our wider programmes of work within The Plan for North Lanarkshire including DigitalNL.

- 2.2.2 It is key that we provide a high quality development for our managers and leaders who are critical to employee engagement and the delivery of our ambitious change and transformation plans across the Council. Moreover, with an increased focus on mental health, well-being and ensuring that we create inclusive workplaces with diverse teams, we have a key role to play in supporting managers to refresh their thinking, renew their knowledge and skills reinforce the key behaviours and attributes we expect in line with We Aspire.
- 2.2.3 We are currently carrying out a review of needs through a cross service working group and later this year will establish a comprehensive programme of masterclasses, workshops and interactive e-learning and webinars designed to maximise the potential of our managers through enhancing their skills, knowledge and behaviours. We will supplement this and reinforce behaviours in line with We Aspire through the provision of an 'Enhancing Team Performance' toolkit that will provide managers with a number of tools and techniques to engage and involve their teams, align them with our ambition and tackle any issues or challenges constructively.
- 2.2.4 As an illustration, we anticipate from early engagement across our services that content will include; Personal impact and influence, Creating an inclusive work place, Conflict resolution, Great feedback, Managing virtual/remote teams, Unconscious bias, Managing multigenerational teams, Mental Health & resilience, Report writing, Investigation techniques and Developing high performing teams, amongst others.
- 2.2.5 During 2019/20 the introduction of new learning technologies and improved IT infrastructure through Digital NL means we will be able to build a more flexible and just in time approach to development solutions, meaning that any time spent in the classroom can be focused on skills practice to drive positive behaviour change, and this can be enhanced and augmented through the use of e-learning.

### **2.3 Review of our learning assets and learning technology platform.**

- 2.3.1 We currently have over 400 learning assets relative to all Council services and there is opportunity to modernise, streamline, improve and re-brand these to ensure that our provision is fit for the future and aligned to needs as well as our plans.
- 2.3.2 We are presently reviewing these assets and determining, with service input, which we will retain, refresh or remove. This work is key in advance of the introduction of an improved cloud based learning technology platform. A plan for approval of this platform will be presented to CMT in June 2019 and will be brought to Committee thereafter for approval.
- 2.3.3 In line with Digital NL, this will be a cloud based solution and a key enabler for our Digital NL and Digital economy and place ambitions, supporting us to take a more inclusive approach to developing digital skills and providing access to smart learning content and environments both within the Council and at Community level.

2.3.4 The proposed solution will offer a much broader reach of access to learning and a catalogue of quality online learning content that can be used for all employee populations and agreed client groups within Education & Families, Adult Health & Social Care and Enterprise and Communities. It will also enable us to:

- Make learning more accessible to all employees and support us to extend our reach into the communities by working with Culture NL and CLD to offer learning for agreed client groups at Community level.
- Provide a better learning experience for employees, one that is more responsive with just in time learning available
- Provide a catalogue of learning content that we can use off the shelf or adapt as necessary
- Author content through an authoring tool - removing the need to invest purchasing as much off the shelf content
- Upskill our L&D team (and a number of agreed super-users across services) with regard to e-learning authoring, this comes as part of the implementation
- Improve our governance and rigour around learning & development through dynamic tracking and reporting functionality, key to our compliance and regulatory requirements and the strategic performance framework
- Deliver improved tools and support for line managers to track progress of L&D with their team members, improved MI on available dashboards
- Manage the PRD process online and linked to development, talent profiling and succession planning

## 2.4 Digital Skills development

2.4.1 We will continue to work in partnership with the Digital NL team to build a digital ready workforce across North Lanarkshire. During 2019/20 we are investing the Scottish Government's £15k Flexible Workforce Development Fund to provide Digital upskilling opportunities for staff.

2.4.2 23 workshops will be offered to over 276 staff by New College Lanarkshire between May and September. The workshops will address needs identified in the recent digital skills survey e.g. basic digital skills, basic excel and word, intermediate excel, advanced excel and photo shop. Additionally 11 employees are undertaking Digital Diplomas funded through Skills Development Scotland.

2.4.3 We ran a full programme of activity across all services during National Learning Week from 13<sup>th</sup> to 19<sup>th</sup> May 2019 focused on Digital Skills. During this week we offered support on digital skills and took the opportunity to further understand what support employees need as the Digital NL programme gathers pace to inform further plans. The Digital Transformers from across services fully supported the programme of events shown in **Appendix 3**.

## 2.5 An increased emphasis on employee engagement across the Council

- 2.5.1 We will continue with our plans to roll out of the Investors in People (IiP) framework across Council services.
- 2.5.2 Plans are underway for an IiP review in Education & Families before the end of the year, with timing for Adult Social Care employees to be agreed. A full Council review will take place in 2020. The recommendations from service IiP reviews will be built into the service specific workforce plans with common themes addressed through the Workforce for the Future Strategy.
- 2.5.3 Additionally, we recently achieved the standard for Investors in Young People following interviews with over 80 staff. As a result of this we were commended for our practices around creating opportunities for young people to join the organisation, supporting young people to fit in and also supporting young people to grow their confidence, capabilities and progress their careers.
- 2.5.4 The IiYP accreditation is an excellent sign of the outcomes which we are now achieving from our ongoing commitment to young people and demonstrates the social impact of helping to reduce youth unemployment in Scotland. We will include the recommendations for further improvements as part of our employability review programme of work.
- 2.5.5 We will continue to develop the next phase of our very successful Reward and Recognition and Employee Wellbeing provisions under the banner of *NL Life*. At end April 2019, over 4,463 employees are registered to take advantage of the discounted shopping benefits. Our annual investment is £10k to provide this benefit and employees to date have spent over £160k and made around £9k in savings by purchasing gift cards. The average spend per employee has risen, since launch in August 2018, from £9 to £26 per month.
- 2.5.6 Work Well NL has received 4617 visits since 1<sup>st</sup> August 2018 and 371 employees have taken advantage of Health & Lifestyle checks. Alongside this, we have seen a 58% increase in the demand for flu vaccination vouchers with 3267 issued. We have increased our access to physiotherapy with 679 referrals being made and over 107 employees benefitting from our back care programme.
- 2.5.7 In February, we added Podiatry services to our offering with 6 on site visits taking place across Council locations resulting in 107 referrals. Another 4 visits are scheduled during May and we will continue to offer these throughout the year. These visits offer staff an initial appointment with any further treatment being provided at the podiatry clinic. Over 31 employees have also been referred directly to the clinic for Podiatry support.
- 2.5.8 During 2019/20 NL Life will continue to provide support for employees in areas that are identified as new priorities such as increased emphasis on financial wellbeing and education. A new 'Help with your Finances' section has been developed in partnership with the Financial Inclusion team to signpost individuals to a variety of support mechanisms including pension options, childcare vouchers, salary sacrifice benefits and credit Unions.

2.5.9 This work also fully aligns with recommendations set out in the recent Fairness Commission Report commissioned by the Council and aligns with industry best practice in the area of employee benefits.

## **2.6 Employability**

2.6.1 We are currently supporting the Winter Leavers 'Pathways' programme through the provision of a mentoring framework, including attracting and sourcing mentors, internally and externally, and providing a development programme that ensures they are supported and equipped to mentor young people appropriately.

2.6.2 In terms of maintaining our accreditation as a Disability Confident Leader, we have facilitated a programme of work to support our commitment and enhance our employer reputation through a cross service working group. Phase 1 has included work to adapt our recruitment process to remove barriers and the development of a communications campaign to raise awareness of what it means to be a Disability Confident Leader. The campaign, starting in July, will also signpost all policies and support available to staff, making them accessible in one place.

2.6.3 Phase 2 of the Disability Confident Leader programme of work will place a greater focus on enhancing the support offered to line managers and mentors so that they understand the challenges faced by individuals with disabilities and health conditions and are equipped and confident to deal with them. This approach also supports a number of our existing programmes of work. See **Appendix 2** for an overview of the DCL phase 1 programme of work.

2.6.4 As part of this work, we ran a showcase event on 17<sup>th</sup> May designed to demonstrate the talents of our young people from ASN schools with a view to increasing meaningful work experience and placement opportunities for young people in our own Council services.

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## **3. Equality and Diversity**

### **3.1 Fairer Scotland**

This work directly supports the recommendations of the Fairness commission and the Fairer Scotland Duty to reduce the inequalities of outcome caused by socio-economic disadvantage.

### **3.2 Equality Impact Assessment**

Specific equality impact assessments will be undertaken, where appropriate, in line with Council policy and the fairer Scotland duty assessment process noted above.

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#### **4. Implications**

##### **4.1 Financial Impact**

We continue to focus on maximising our drawdown of funding through the Apprenticeship Levy and the Scottish Government's Flexible Workforce Development Fund to ensure best value for the Council.

##### **4.2 HR/Policy/Legislative Impact**

There are a number of Council wide impacts on existing HR Policies and processes. These have been fully managed in accordance with agreed procedures any change subject to assessment and Committee approval.

##### **4.3 Environmental Impact**

Increased use of Digital Technologies will have an environmental impact in terms of reducing travel required to attend learning, and there will be efficiencies around use of material resources typically used for learning events.

##### **4.4 Risk Impact**

Agreement to implement a talent profiling and succession framework will reduce workforce and operational risks around leadership continuity.

Progressing our organisational capability in being a Disability Confident Leader is aligned with managing our reputational risk by ensuring that we live up to external challenge on the accreditation we have been awarded.

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#### **5. Measures of success**

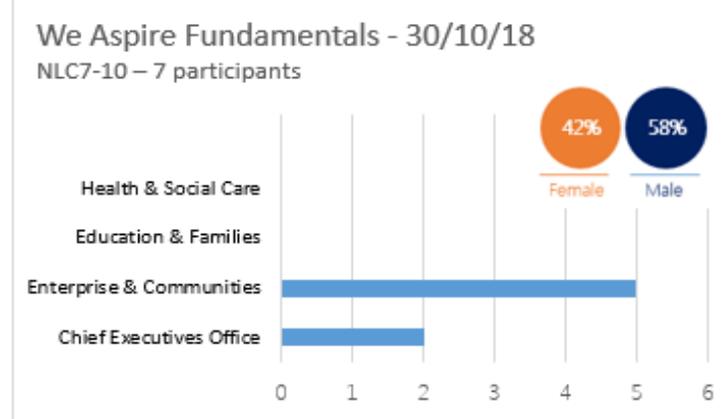
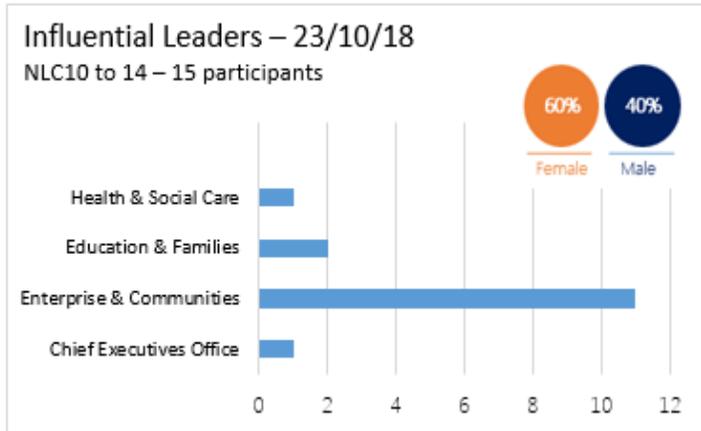
5.1 Ongoing measurable progress against our ambitions to build a Workforce for the Future through Learn NL phase 2, talent and succession planning and enhanced plans for employee development.

5.2 Increased employee flexibility, productivity and engagement across the Council creating better leadership and management capacity to improve outcomes.



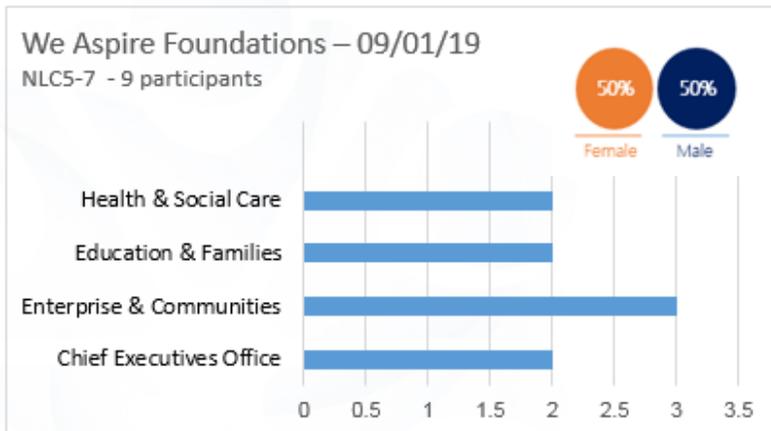
**Fiona Whittaker**  
**Head of People and Organisational Development.**

## Appendix 1 – Participant profile and feedback on We Aspire Leadership Programmes 2018/19



I would recommend this course for anyone who is currently in a management/supervisory role or aspiring to be a leader – Influential Leader

The Influential Leaders programme has improved my awareness of leadership and management concepts and given me actions to develop myself and my team.



There is one particular instance of conflict that I'm dealing with that I now know I should have intervened in earlier. This training has helped me realise that – and now I have intervened, hopefully the conflict won't escalate any further - Fundamentals

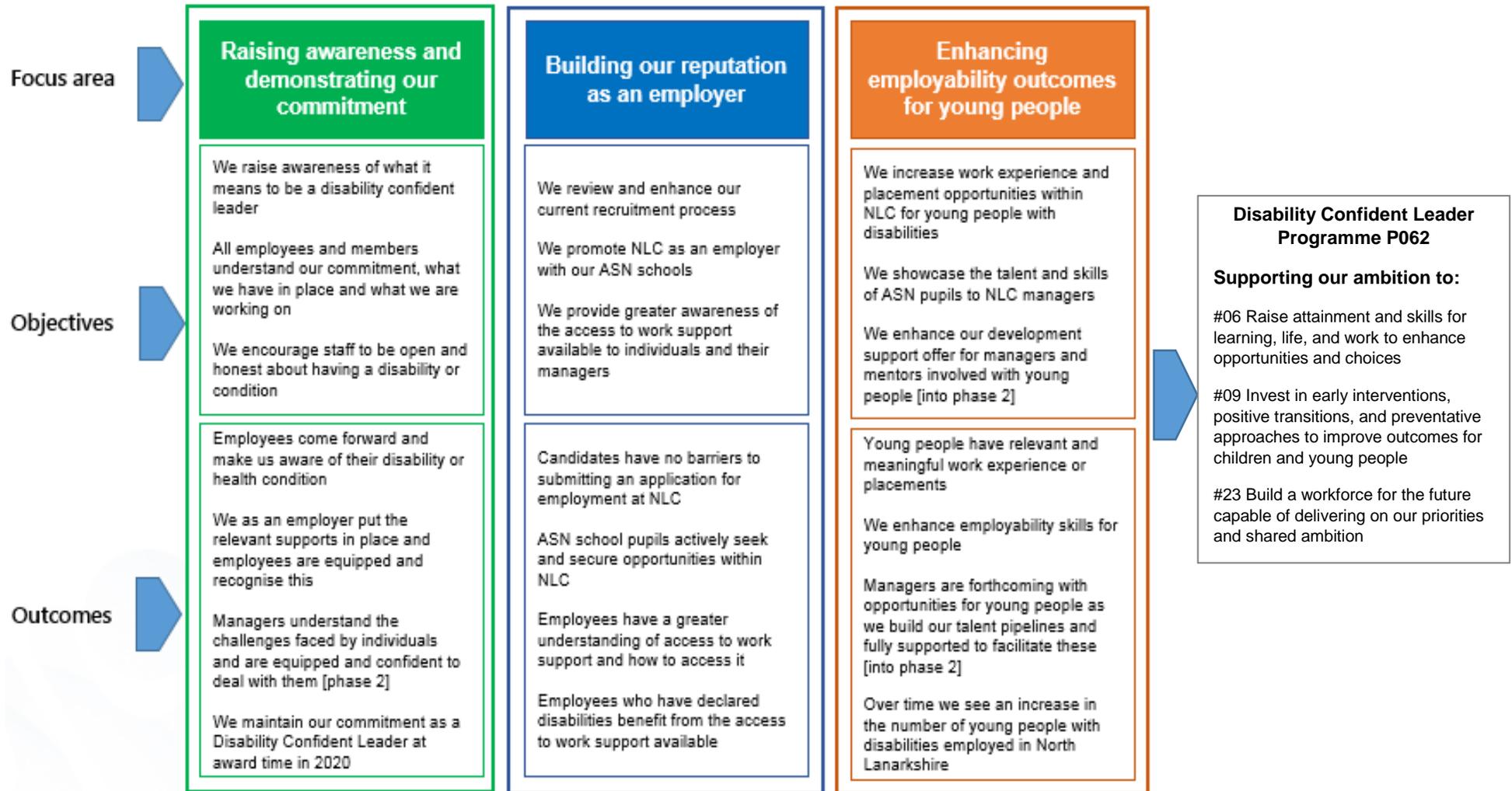
From now on, I will take experience on the team into account when setting tasks and ensure I adopt a more consultative management style for more experienced team members – Fundamentals

I would definitely recommend this programme as a useful tool for reflecting on how best to approach different situations that arise in work - Fundamentals

One of the main things I have really enjoyed and felt has been a benefit was the reflective practice – Influential Leaders

The IL course has definitely strengthened my skill set as a manager – Influential Leaders

**Appendix 2 – Overview of Disability Confident Leader phase 1 programme of work to end July 2019**



Appendix 3- Programme of activity for 'Digital Skills week' – Monday 13<sup>th</sup> to Sunday 19<sup>th</sup> May 2019



# Learning at Work Week 13-19 May 2019



### My Digital MONDAY

 Visit [LearnNL](#) to watch the short video on the Digital NL Update including the Survey results and what's happening now?

 Deal of the Day! Visit [NL Life](#) to find out what the deal of the day is to save you money on your everyday purchases. Today's deal is all about discounts and cash back offers in high street stores

 You can also purchase Office Professional Plus for £18.23 instead of £500+. [Click here](#) for details

 Visit one of our information stands for top tips and freebies! You will find us at the O'Vivo Centre, Dalziel Building, Fleming House and Kildonan Street from 11.00 am-2.30pm. Pop along and meet our Digital Transformers and members of the Talent and OD team

 Visit [LearnNL](#) where you will find lots of information about staying safe online, bite size digital sessions from the Open University, information on Mental Health awareness and lots more!

 Meet our Digital Transformers. Visit [Connect](#) to view their profiles or come along to one of the information stands to meet them in person!

 Win a prize in our competition! Visit [LearnNL](#) to enter. Upload your pictures from the week to our Yammer page. The first 50 will also win a small prize



### Try it TUESDAY

 Visit [LearnNL](#) to see demos of how to use Microsoft Office products such as Excel, Word and Powerpoint

 Deal of the Day! Visit [NL Life](#) to find out what the deal of the day is to save you money on your everyday purchases. Today's deal is all about discounts and cash back offers on wellbeing initiatives

 Attend one of our sessions on Excel, Word or Powerpoint. Sessions are taking place at the Edward Lawson Centre, Wishaw or O'Vivo Centre Motherwell. [Book your space here](#) (please note spaces are limited and will be on a first come, first serve basis)

 Attend "You run Outlook, don't let Outlook run you" at the O'Vivo Centre Motherwell. [Click here](#) for more details and how to book (please note spaces are limited and will be on a first come, first serve basis)

 Ask me anything! Visit our [Yammer page](#) to ask the experts about anything digital you want to know!



### Web WEDNESDAY

 Visit [LearnNL](#) to view videos on using lifestyle apps such as Facebook, Twitter, Instagram, YouTube, WhatsApp and much more!

 Deal of the Day! Visit [NL Life](#) to find out what you can save across all categories including travel, wellbeing, family attractions, restaurants and much more

 Visit [LearnNL](#) to view videos about online shopping, how to stay safe online and how to keep your children safe online

 Visit [LearnNL](#) to learn about how to support vulnerable people and understand the basics of issues such as dementia awareness, suicide prevention, Mental Health awareness, Equality Safe and how to access assistive technology

 Meet our Digital Transformers. [Click here](#) to view their profiles

 Ask me anything! Robert Steenson, Executive Director of Enterprise and Communities will be online on our Yammer page between 11.30am and 12.30pm to answer your questions about DigitalNL. [Click here](#) to ask your question.



### Technology THURSDAY

 Digital NL the future! Visit [LearnNL](#) to see what's coming in the next few months through the Digital NL transformation programme

 Deal of the Day! Visit [NL Life](#) to find out what the deal of the day is to save you money on your everyday purchases. Today's deal is all about tech deals. You can save up to 7% on purchases at Curnys and up to 10% at Apple

 Attend a session on how to make best use of Skype as a communication tool. [Click here](#) for more information and to book your space (please note, spaces are limited and will be on a first come, first serve basis)

 Ask me anything! Visit our [Yammer page](#) to ask the experts about anything digital you want to know!

 Visit [LearnNL](#) for bite sized learning sessions on how to use a job for homeworking, the importance of DSE when working remotely and other practical tools for working in a more agile way



### Fun FRIDAY

 Watch all the videos from the Learning at Work Week [here](#).

 Deal of the Day! Visit [NL Life](#) to find out what the deal of the day is to save you money on your everyday purchases. Today's deal is all about travel deals. Thinking about booking your next holiday, see what you can save first on NL Life

 Visit one of our information stands for top tips and freebies! You will find us at the O'Vivo Centre, Dalziel Building, Fleming House and Kildonan Street from 11.00 am-2.30pm. Pop along and meet our Digital Transformers and members of the Talent and OD team

 Try a new language on Duo Lingo and learn some basic phrases. [Click here](#) to explore further

 Visit [LearnNL](#) to try some fun questionnaires. Find out your digital role of the future, take our test to recognise phishing emails plus many more.