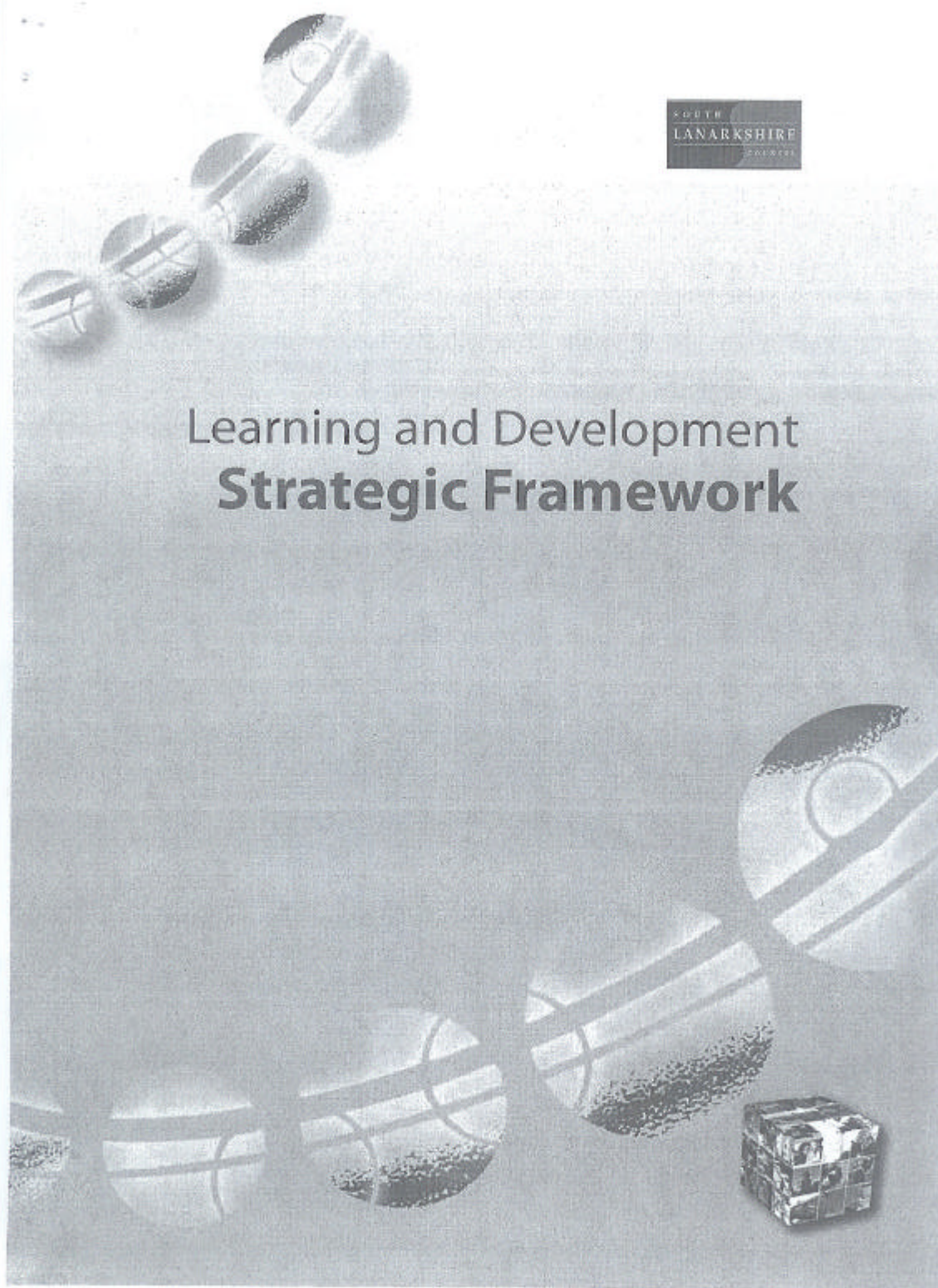


Learning and Development **Strategic Framework**





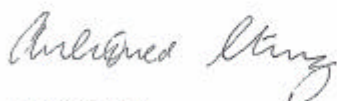
Foreword

In South Lanarkshire Council we have a fundamental commitment to our employees and their development. In order to deliver the best possible services for the community of South Lanarkshire our employees need to have fair access to the appropriate learning and development to enable them to do their jobs to the best of their ability.

There are many challenges ahead and we have to work effectively and efficiently with our partners to deliver best value in all of our services. We need to address the priorities and values outlined in our commitment to the South Lanarkshire community.

It is our belief that we will be able to achieve all we set out to if we recognise the diversity of our employees and ensure they are developed and equipped to carry out their work. In return we hope they will feel valued and supported to deliver their best.

This Learning and Development Strategic Framework sets out the context for employee development in South Lanarkshire Council. It outlines the Council's vision and values and how we plan to deliver these. It also confirms how we plan to evaluate and review our progress.



Chief Executive



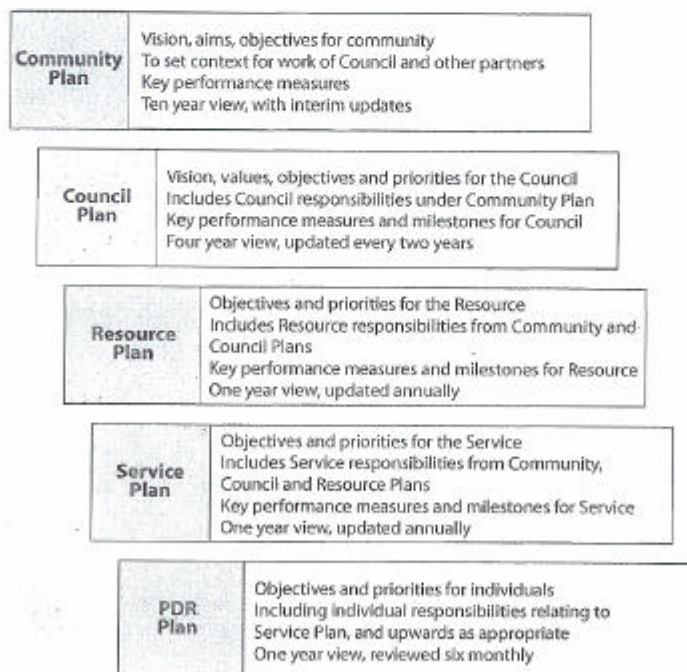
The context of learning and development in South Lanarkshire Council

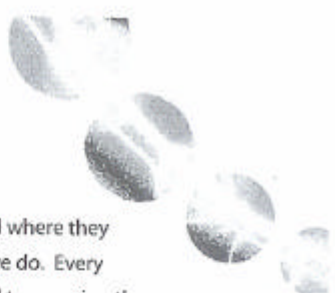
South Lanarkshire Council is committed to delivering excellent services to all our customers. In order to do this we must ensure our employees are developed to the highest standards to enable them to carry out their individual and team job roles.

It is essential that all employees understand how their individual job and key work objectives fit in with the objectives of their Service and Resource. Individual key work objectives reflect the objectives set out in Service and Resource Plans. These in turn reflect the Council Plan (Connect) and the vision in the Community Plan.

This is what is known as the "golden thread" which runs from the Community Plan to the Council Plan through the Resource Plan and Service Plan to the Personal Development Plan.

Hierarchy of plans





This regular, structured planning process enables employees to understand where they fit into the organisation and the importance of their contribution to what we do. Every employee in South Lanarkshire Council is a valued employee. All are crucial to ensuring the delivery of the best possible services to the people of South Lanarkshire.

As an employer we must ensure that everyone has fair access to the development they require. Development needs for each individual are identified by the employee and their line manager in line with the requirements for their job, during the Performance and Development Review (PDR) discussion. This meeting takes place annually with a six monthly review. For our teachers this is the Professional Review and Development (PRD) meeting (see page 10).

POWELL
LANSHIRE
COUNCIL

Connect

Council Plan 2007 – 2011



Connect the Council Plan 2007 - 2011

The Council's long term vision

The Council has established a long term vision to improve life for all in South Lanarkshire. It is supported by a number of objectives. These objectives will have lasting importance to the Council and the communities we serve.

Our vision is to:

**'Work together to improve the quality of life
of everyone in South Lanarkshire'**

Our values

The Council's values influence the way in which we work and how services are delivered. The values will define the Council's approach to progressing its objectives, supporting programmes, delivering projects and providing services.

These seven values are at the heart of what we do and are fundamental to the way we operate. We aim to be:

- fair and open
- people focused
- keen to work with and respect others
- an excellent employer
- accountable, effective and efficient
- committed to tackling disadvantage and deprivation
- determined to act in a responsible and sustainable way

Our objectives

We have 11 objectives which reflect a wide range of Council functions. The plan provides detailed action plans on how we will achieve these objectives.

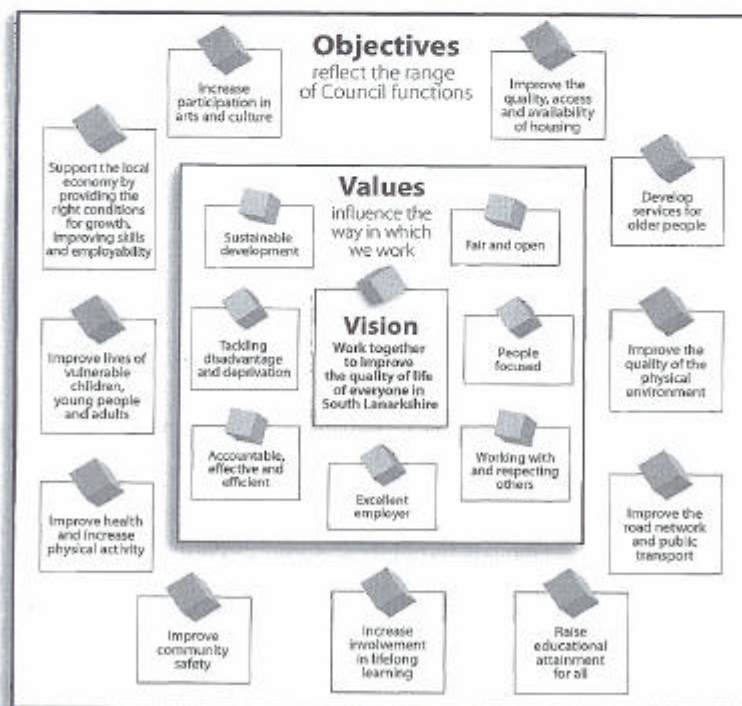


Our priorities

All of the Council's objectives are important but there are six areas where we will be placing particular emphasis over the period of the Plan. These are:

- improve the quality and availability of housing
- develop services for older people
- improve the physical environment
- improve the road network
- continue with schools modernisation
- sustainable development

Diagram in summary of vision, values and objectives





The Learning and Development Strategic Framework

This framework seeks to promote learning and development as a strategic tool to achieve organisational results and realise individual potential. Our objectives are:

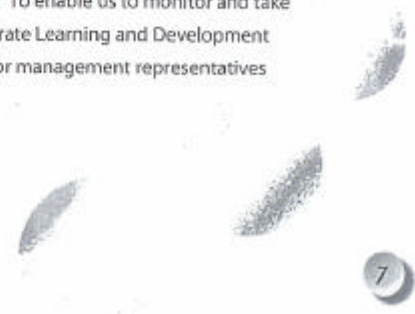
- to deliver the Council's strategic objectives as stated in Connect
- to equip Council employees to meet current and future challenges
- to ensure equality and diversity in South Lanarkshire Council
- to ensure all employees are fully developed to carry out their jobs
- to improve performance
- to support and develop the culture of continuous improvement within the Council
- to support and encourage partnership working
- to deliver best value
- to create a learning environment
- to encourage lifelong learning
- to improve service excellence

As part of our work we will develop performance measures to support these objectives.

The Council has a dedicated learning and development budget to enable all appropriate learning and development to take place. Each Resource has its own learning and development budget. Together they equate to 1.26% of our employee costs. These budgets are subject to the Council's reporting processes and scrutiny.

The Learning and Development Board

We are committed to ensuring that South Lanarkshire Council has a suitably trained and competent workforce in place to deliver excellent services. To enable us to monitor and take forward our employee development performance a Corporate Learning and Development Board has been established. The Board is made up of senior management representatives from each Resource.





Their remit is to:

- take a strategic overview of all learning and development activity in the Council
- monitor the consistent application of standards in relation to PDR meetings
- review the aims of Resource learning and development groups

Each Resource has its own learning and development group which informs the work of the Board and provides management information.


Competence initiative

The Council's competence initiative is the method we use to translate the Council's strategic aims and objectives into meaningful competencies which form the basis of our jobs. Jobs within the Council are grouped together into Job Families. These families are related groups of jobs which have core similarities and through which individuals can move either upward or across. For example the care job family includes domestic and catering jobs so someone working as a domestic in a care environment may move, with the appropriate development, into a caring role.

Job families have core, job specific and managerial competencies which define what they do at different levels. All competencies can be traced back to the Council's strategic objectives therefore making the link between the individual job and the Council vision.

The core competencies are the same for every job within the organisation and reflect our core values:

Core Competencies
equal opportunities
co-operating with others
personal initiative and drive
customer care
working safely



The managerial competencies describe how managers should lead their teams within the Council and are the same for all managers across the organisation.

Management Competencies
managing people
managing resources
managing change

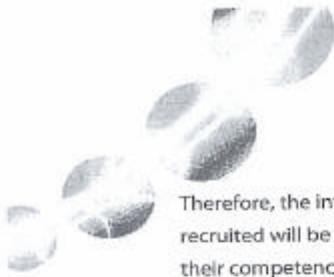
All employees participate in a PDR meeting with their line manager twice a year. During this discussion development needs are identified and career development is discussed. Methods of learning and development arising from this discussion will be varied. They may include:

- in house management and development programmes
- in house training courses
- external training / qualifications
- on line learning
- coaching
- job shadowing
- experience in other areas
- special projects

All PDR ratings are recorded on the Council's electronic human resource management system. This ensures that senior managers know that PDRs have been carried out for all employees and that everyone has fair access to the learning and development they need to do their job. We can also record development and report whether it has taken place and if it has made a difference.

This process ensures all employees are regularly reviewed and developed to carry out their job roles to the best of their ability.

When employees are recruited to the organisation, they receive a competency based application and interview, which assesses their competencies against the job profile.



Therefore, the interview forms are the first step in the development process. Not everyone recruited will be competent already in all areas and it is necessary to develop people into their competence areas whatever they may be.

Within two weeks of being recruited new employees will take part in Council Welcome, which forms part of the induction to the Council. They will also have a Resource specific induction. Within six weeks of joining the Council, new starts should have their first PDR meeting. Employees who change jobs within the Council should also receive an induction and PDR.



Teachers

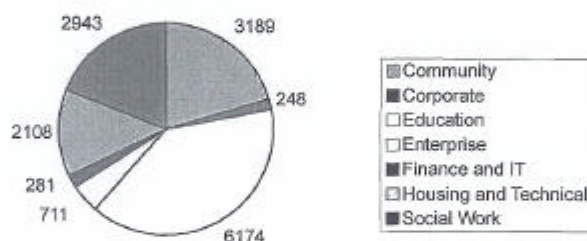
The Professional Review and Development (PRD) is the process for our teaching workforce. The training needs of teaching staff are identified and agreed in relation to their current practice and the requirements of the establishment, learning community, national priorities and Council plan. The process also includes making suitable arrangements to meet professional development needs, as far as possible, within existing resources. It is a means of supporting teachers by ensuring they are thoroughly prepared for their duties.

A review meeting is arranged by mutual agreement between the teacher and their line manager. An individual's Continuous Professional Development, (CPD) record will be the starting point for PRD discussions. The PRD process may be carried out entirely within the additional contracted CPD time.

Learning and development in South Lanarkshire Council

The Council is a large and diverse organisation. It has approximately 16,000 employees organised in seven Resources:

Employees by resource



Community	3189	
Corporate	248	
Education	6174	3715 teachers
Enterprise	711	2459 non teachers
Finance and IT	281	
Housing and Technical	2108	
Social Work	2943	
Total	15654	

The development needs of our employees are diverse. We must ensure that all employees have fair access to learning and development.

Learning and development in South Lanarkshire Council falls into two main categories:


- corporate
- job specific



Corporate learning and development

Employees from across all Council Resources take part in corporate learning and development. This development addresses skills and knowledge required by all employees whatever their service or job role. In particular, corporate learning and development addresses the core and management competencies and the Council's policies and procedures.

Management development is one of the most important areas covered corporately. If our managers have the skills and knowledge to effectively manage their work groups, employees will receive the proper leadership, development and feedback to do their jobs and feel valued. It is this corporate learning and development which carries and reinforces the Council's values and culture and ensures that all policies and procedures are being delivered



consistently and fairly across the Council Resources and that no one group receives different treatment from another.

This is how the strategic objectives of the organisation are conveyed and implemented consistently and clearly across all employee groups. The development is delivered in a variety of ways. There are four programmes for managers at a number of levels:

- Leadership Programme aimed at senior managers
- Management Development Programme aimed at middle managers
- Front Line Managers Programme aimed at team leaders
- Practical Supervision Programme aimed at supervisors

All programmes are accredited externally and are run in partnership with external organisations. The programmes are independently assessed for quality to ensure the highest standards while still maintaining elements specific to the Councils' strategy and policies.

Delegates from all Resources attend the programmes and this helps to promote networking and partnership working as well as an understanding of what other Resources do and how to avoid duplication. The programmes are delivered by the accredited trainers from the Council's Corporate Learning and Development Team.

The Corporate Learning and Development Team also provide a wide variety of courses which are not part of the above programmes. These include personal development and online packages. The team also provide a consultancy service which delivers customised development to Resources on request.

The Council has invested in a Corporate Learning and Development Centre located in Atholl House, East Kilbride. This centre provides state of the art training accommodation and is available for use by all Council Resources.



Partnership

Partnership is an important aspect of learning and development in South Lanarkshire Council.

Inter-agency training is administered by Corporate Resources and this enables training which is delivered to a range of groups in the public, private and voluntary sector to be recorded and evaluated.



This is vital in particular areas such as child protection where employees must be trained and this training must be recorded for audit purposes.

Through the Clyde Valley Consortium, the shared services agenda aims to make efficiency savings through local authorities working together. A partnership approach to learning and development is becoming the preferred way of working. To date, First Aid training is being delivered through the partnership with discussions taking place in a number of other areas.

IT training

IT Training Services is responsible for the design and delivery of a range of learning and development to enable employees to use technologies to their full potential. Training is offered to all of the Council's 6,000 IT users. Continued support ensures learning from the training room is consolidated in the workplace.

The section also delivers IT Training to our partners in other authorities such as North Lanarkshire and East Renfrewshire.

Specific learning and development

Specific learning and development is necessary for employees to carry out specific or specialised job roles. This may be delivered by Resource specific training teams or alternatively it may be bought in and delivered by external experts e.g. engineers or legal specialists.



Intranet

Information on all aspects of learning and development in South Lanarkshire Council is available through the Council's Intranet. There is a customised learning and development area and this has the facility for interaction as well as providing employees access to learning and development information. Course delegates can also access information and background reading associated with development programmes and individual courses.

Reporting and evaluating the impact

Resources report on their learning and development plans through their Resource Learning and Development Groups to their senior management teams and to the Corporate Management Team and elected members. These reports include investment, in terms of money, time and resources and provide examples of how learning and development activity has improved service delivery.

All formal learning and development is subject to the Council's evaluation strategy. The strategy outlines the stages of evaluation and the methods that can be used to capture information.

Immediate reaction is measured using a questionnaire at the end of courses or events. This information is analysed electronically and provides a snapshot of employees' initial reactions to what they have learned and the process of learning. Impact on the individual and their work is measured by a further questionnaire three months after the event. This information gives feedback on whether the individual and their line manager feels the learning has made a difference to them and their work. All of this data is used to improve learning and development activities. Consultation and focus groups are also used to provide more qualitative information.

At a local level, managers discuss learning and development pre and post event with employees to determine whether it has met its aims and objectives and whether any further action is necessary. This is also discussed at PDR meetings.



Continuous improvement

Our desire for continuous improvement has been at the centre of our business since the Council was formed in 1996 and is driven by a variety of factors, including Central Government, the Scottish Parliament and by the rising expectations of our citizens.

The Council's commitment to appropriate learning and development for all employees is embedded in our approach to continuous improvement and is illustrated by the Council's retention of Investors In People (IIP) status and recent acquisition of Excellence in Customer Service (UK) (formerly Charter Mark) for the Corporate Learning and Development Centre.

IIP is about investing in people for success. People are at the heart of what we do. Our success depends on getting the best out of everyone. Our investment in our people helps us achieve our objectives as described in Connect.

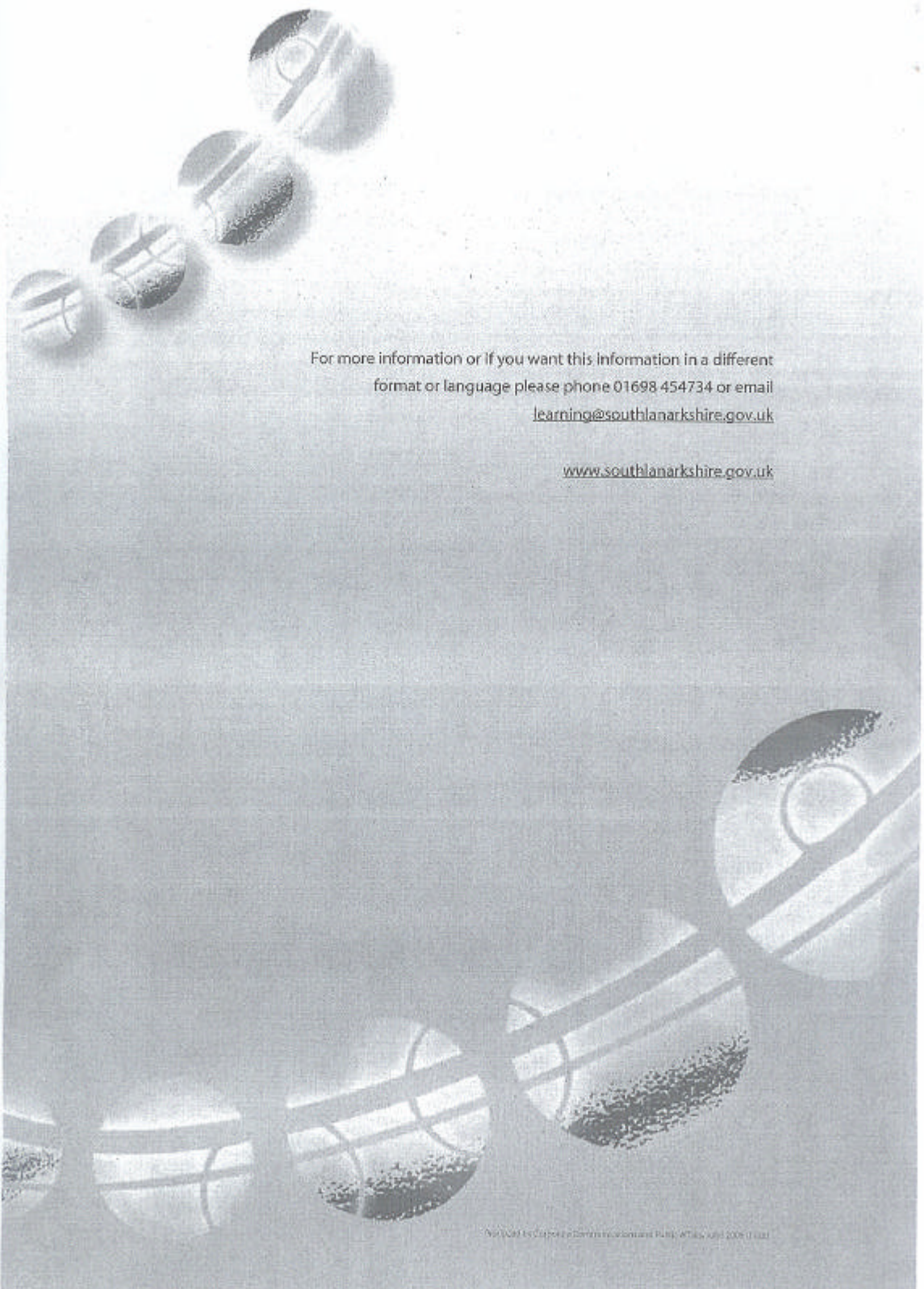
Excellence in Customer Service (UK) is a national customer service standard that offers public sector organisations the opportunity to work through a customer focused improvement programme leading to recognition for delivering excellent customer service. The standard puts the customer at the centre of every aspect of service delivery.

The Council's Learning and Development Team successfully achieved the standard in 2007.



List of useful contacts

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Julie Harkins			
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