Housekeeping

START AND FINISH ON TIME

KEEP CALM ITS GOING TO BE A BUSY DAY!!!

Comfort Breaks

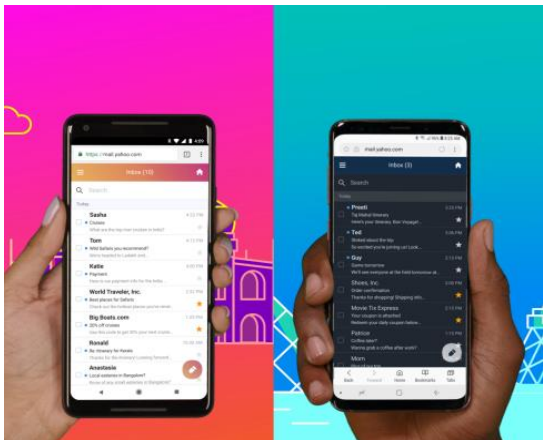**FIRE PULL DOWN ALARM**

Working together

CHATHAM HOUSE
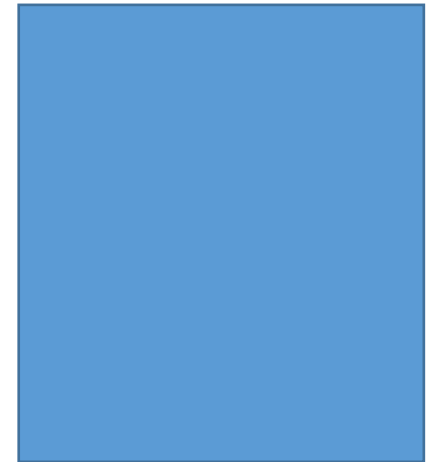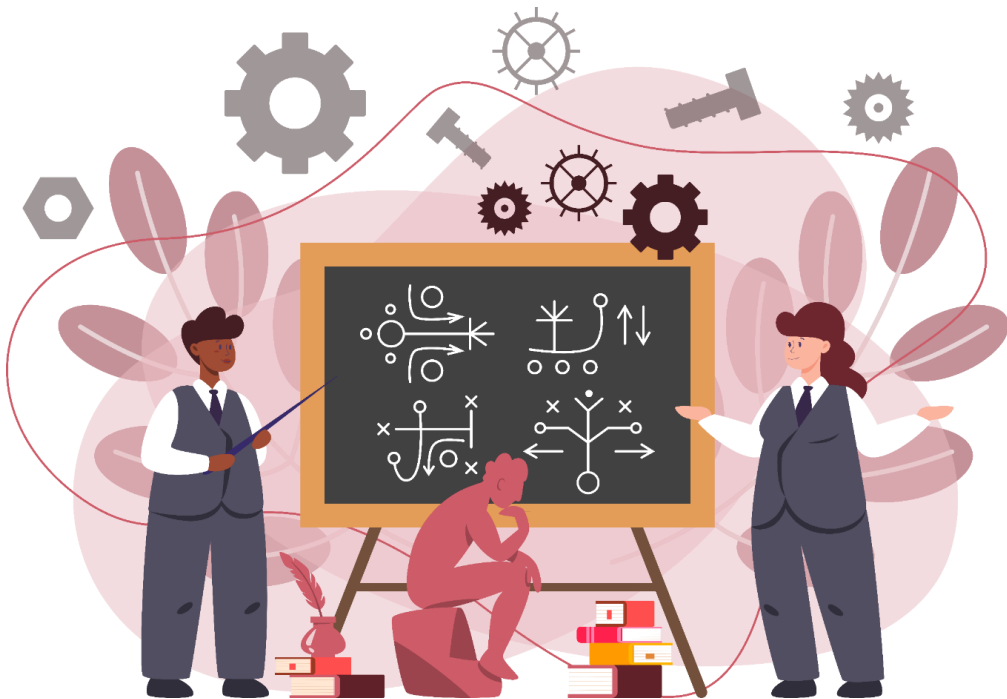
LEARNING FOR THE FRONTLINE
Is lifelong learning still a valid concept?
Fiona Sutton-Wilson, Head of APSE Training

OUTLINE
- ❑ Types of workforce learning
- ❑ Using data to inform learning
- ❑ Investing in public service excellence

Background

❑ LG sector employs about 2k people

❑ Growth of 0.1% compared with 0.3% in NHS and 3.5% in Civil service (March 2022 – March 2023)

❑ Job levels have remained lower than other parts of the public sector.

❑ Compounded by instability in career pathways caused by fragmented delivery models.

❑ Funding has decreased and demand for services has increased.

❑ Newsflash - councils are required to do more for less...
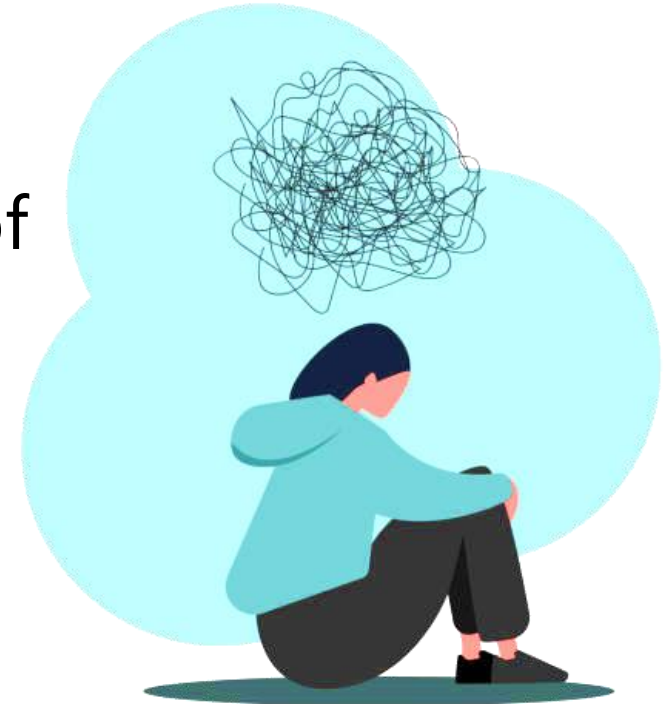
Challenges

❑ Halcion days of local government as the last bastion of perm employment has gone.
❑ Ageing workforce, sickness absence and in-work poverty.
❑ Attraction to the sector
❑ Recruitment processes
❑ Retention, talent management and... progression

Three Lenses

1. What do employers need and want? What can they offer? What is the employer value proposition?

2. What do employees need and want? What productivity and additionality can they offer?

3. What do communities/service users/customers need and want? What should they and could they expect?

Employer

Communities

Employee
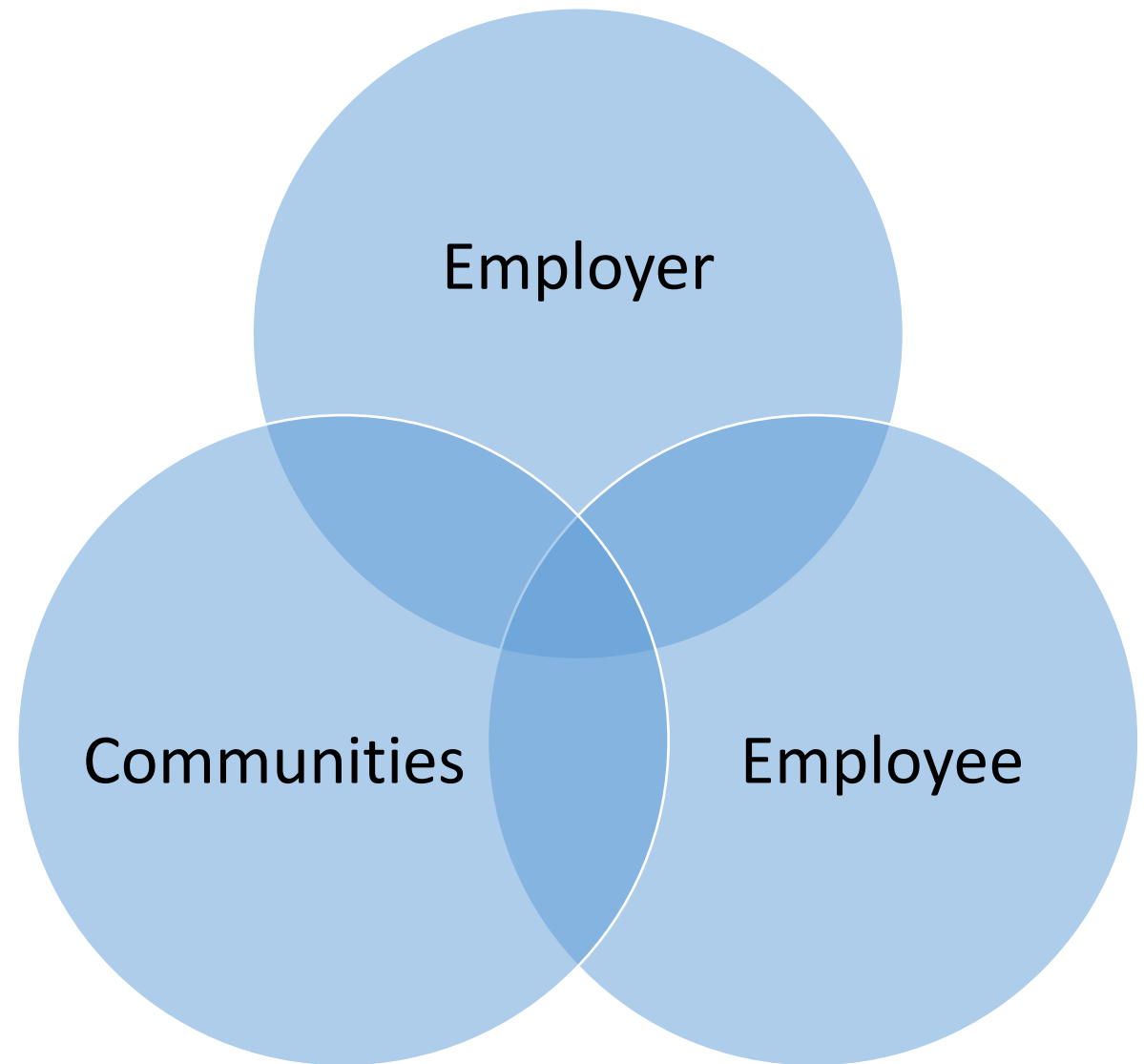
Types of workforce learning

What do we mean by Lifelong Learning?

- ❑ Learning for your whole life
- ❑ Often outside formal education
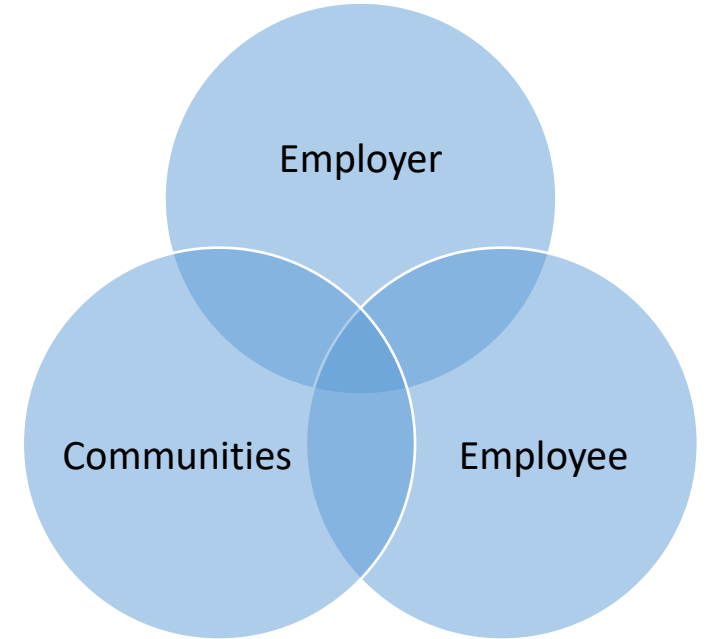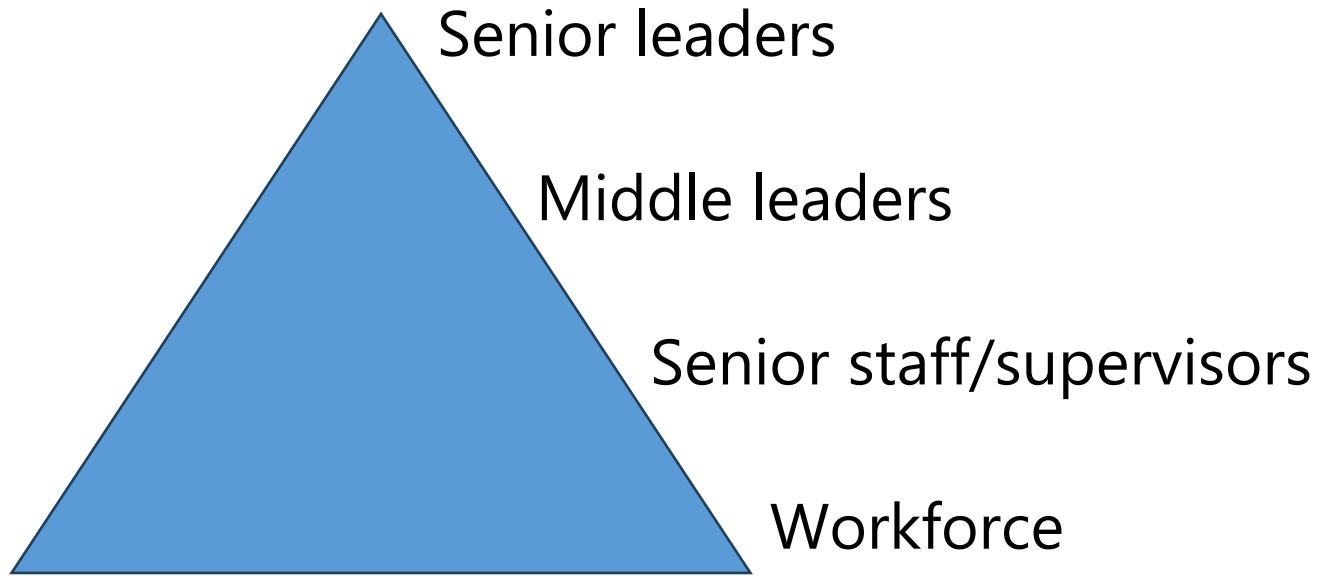- ❑ Self-motivated
- ❑ Personal and professional development

How does Lifelong Learning happen?

- ❑ Events-based training (F2F or V)
- ❑ eLearning (modular/stand-alone)
- ❑ Coaching/mentoring
- ❑ Secondment/rotations
- ❑ Toolbox Talks
- ❑ Intranet
- ❑ Reading - research/briefings/reports
- ❑ Internet – YouTube/TikTok and other social media
- ❑ Peer-to-peer support/team relationships

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Activity: The spectrum of opportunities…

Senior leaders

Middle leaders

Senior staff/supervisors

Workforce

Employer

Communities

Employee

ACTIVITY: Discuss the L+D requirements for at least one of these groups. What does the employer need them to have? What does the employee think they should have? What do communities expect them to have?

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What knowledge and skills are required?

Practical

e.g., sequencing, organising, cleaning,

Technical

e.g., IT and data, machinery and equipment, catering...

Professional

e.g., planning, legal, accountancy, project and programme management, social work, education, HR/OD

Soft skills

e.g., teamwork, customer experience, communication, conflict resolution, supervision/management...

Core skills

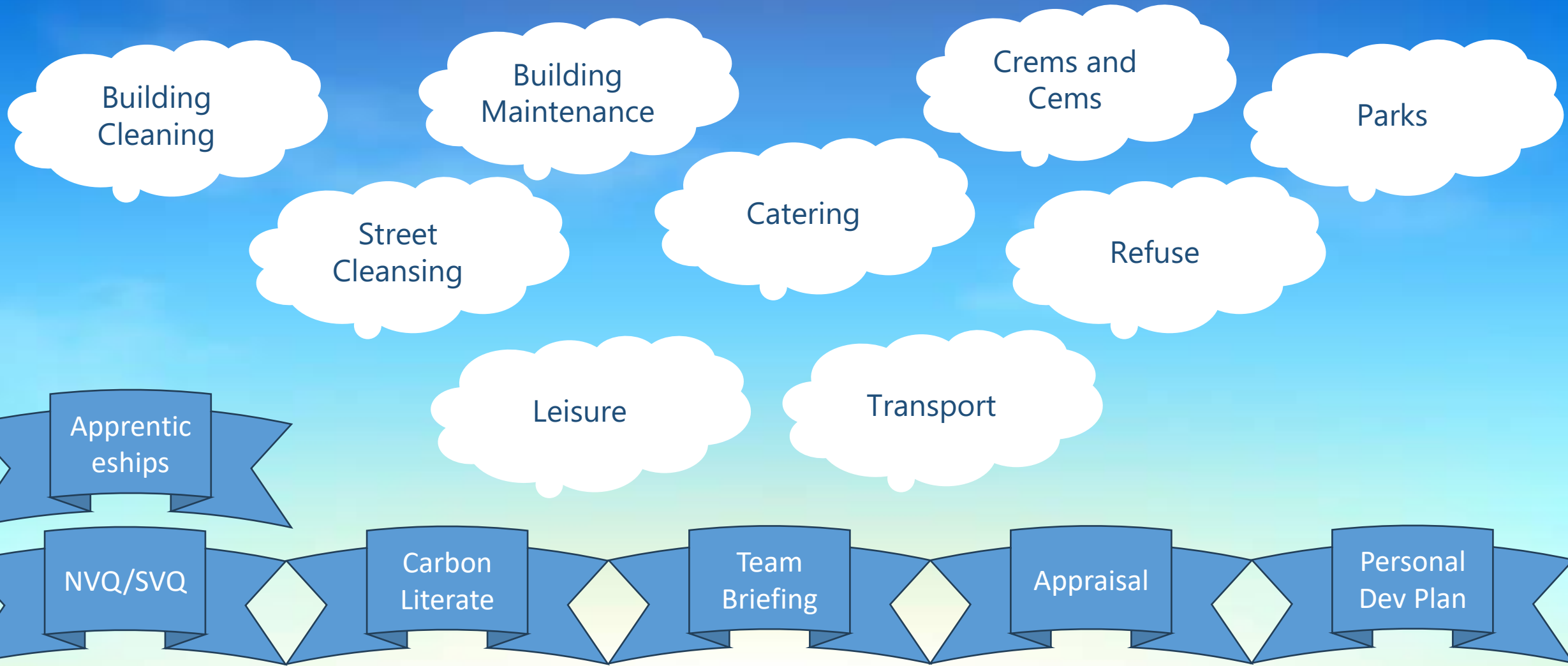e.g., health and safety, safeguarding, equalities, climate change...

The list is extensive...
There's something for everyone in local government

Using data to inform learning

What data do we collect?

Building Cleaning

Building Maintenance

Crems and Cems

Parks

Street Cleansing

Catering

Refuse

Leisure

Transport

Apprenticeships

NVQ/SVQ

Carbon Literate

Team Briefing

Appraisal

Personal Dev Plan

Activity: What data do you collect?
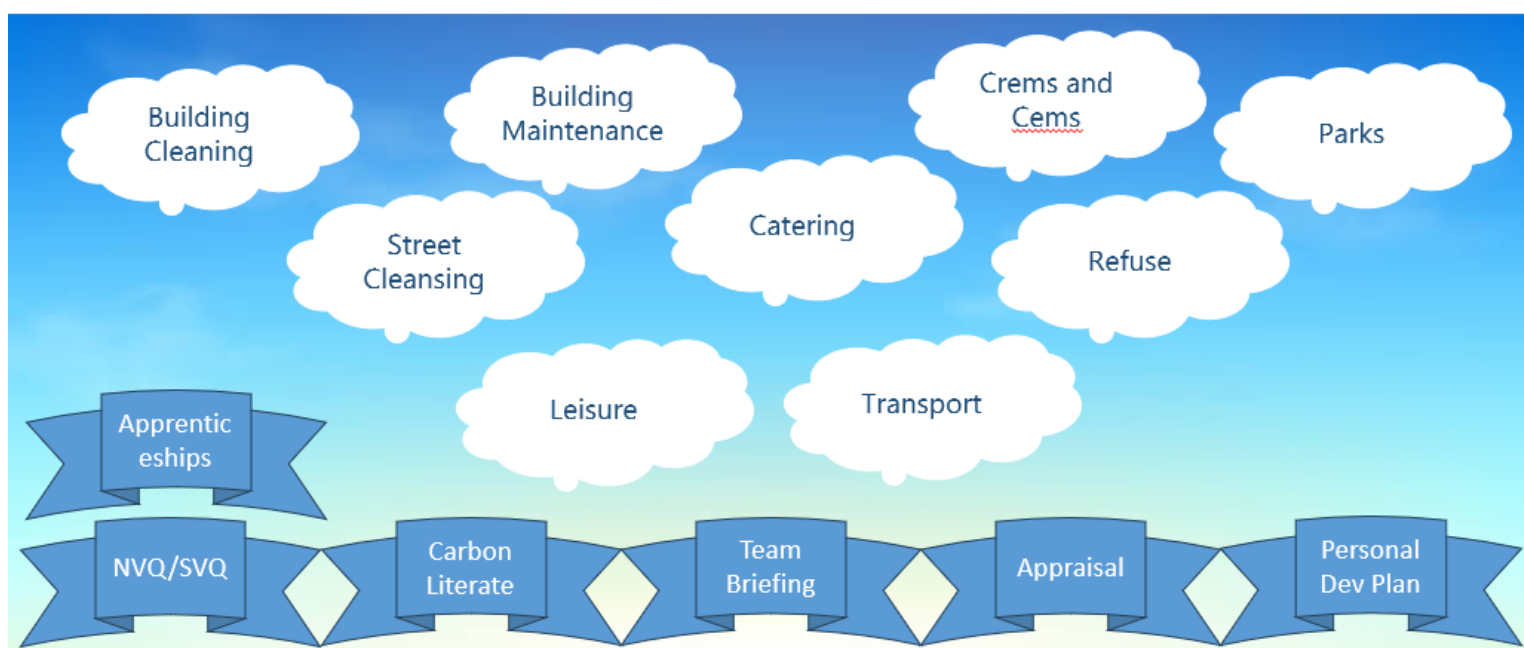
Discuss: What data do you collect and how do you currently use it?
How do you utilise the PN reports on training (L&D)?
What information would be useful for you?

How can we use workforce learning data to improve productivity?

❑ Understanding your service performance data
❑ Assessing root cause of (lack of) performance
❑ Evaluation of role descriptions and specifications – are they fit for purpose?
❑ Team meetings/appraisal data
❑ Relationships with teams and use of anecdotal evidence to illustrate data/trends.
❑ What is it that people need to be able to do or understand to deliver their work?

How do we assess the value of a learning experience?

1. Pre-course analysis
2. Formative evaluation
3. Summative evaluation
   a. Feedback from the participant
   b. Changes in performance/productivity/behaviours
   c. Feedback from the line manager
   d. Capture unintended consquesnces

What impact can it have?

"It's an eye opener - you will learn something relevant to your work and your day-to-day life."
Carbon Literacy for Leaders and Managers
Blackburn with Darwen Borough Council

"It was my first training using MS Teams, and the APSE team took control of this and made it very easy for the class to get involved."
Regional Energy Co-ordinator Derry and Strabane District Council

"If you are looking for ways to engage your followers, structure and learn about different platforms, this course is for you."
Effective Social Media Streetscene Officer, Stafford-Upon-Avon
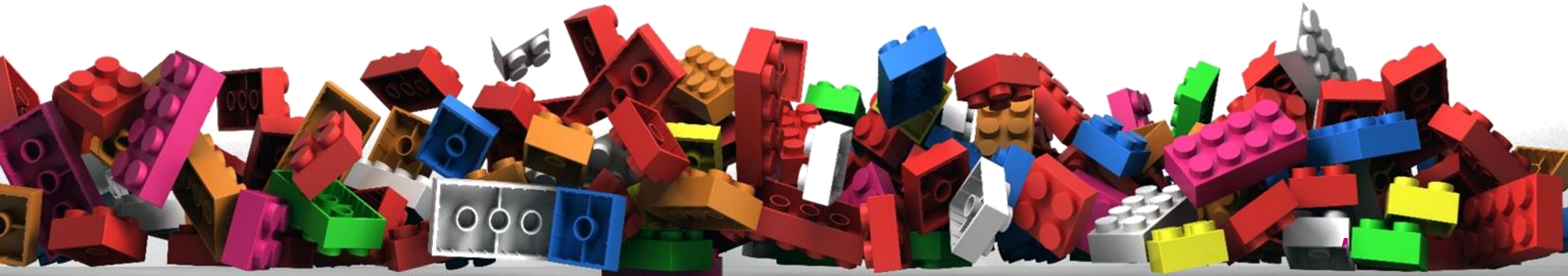
Going beyond the norm… for individuals

BENEFITS FOR EMPLOYEES
- Feel great
- Do great work
- Professional development and career
- Feel connected
- Improve self esteem

MAXIMISE ON THE EXPERIENCE
- Take responsibility
- Keep a learning log
- Revisit course materials – one day, one week, one month
- How have you implemented learning?
- Become a reflective practitioner

Going beyond the norm... for the service

BENEFITS FOR THE SERVICE/AUTHORITY
Talent management
Productivity
Motivation and engagement
Reduce sickness absence
Succession planning – pathways and pipelines

MAXIMISE THE EXPERIENCE
Central learning log of activities/programmes/projects
Cascade learning
Take a coaching approach to build on training courses
Mentor staff who show interest.

Going beyond the norm… for the community

BENEFITS FOR THE COMMUNITY
Competent, reliable services
People centred and customer focussed
Signposting and end to end relationships
Efficient and effective local services

MAXIMISE THE EXPERIENCE
Capture customer experience and feedback
Record positive comments and thank yous
Cascade good news to teams to build confidence and buy-in

What are the opportunities from Lifelong Learning?

"a source of practical 'know-how' and frontline innovation."

- ❑ Local Government as a good employer (EVP)
- ❑ Young people in schools and colleges (something for everyone)
- ❑ News skills and capability career pathways (talent management)
- ❑ Developing the next generation of leaders (pipelines)
- ❑ Training and career development for existing employees (pathways)
- ❑ Workforce planning to counter an aging workforce
- ❑ Environment, climate change and digitalisation

Questions
and
comments

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Have a safe and carbon-friendly festive season!
From everyone at

CONTACT US

The team is ready to help.

Please direct enquiries to: training@apse.org.uk | 0161 772 1810

3rd Floor Trafford House, Chester Road, Old Trafford, Manchester, M32 0RS

APSE Head of Training: Fiona Sutton-Wilson

Senior Training Officer: Amy Caldow

Training Co-ordination Officer: Olivia Giles

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