

## **VISION FOR LEARNING AND DEVELOPMENT**

As a Council – we will strive for excellence in our approach to developing our employees. We will:

- Value our employees and their impact on Cardiff Council's ability to achieve the organisational change needed to develop ourselves and the communities we serve
- Regularly and systematically review our approach so that we always have a balance between equipping people to deliver current business goals, preparing them for the changing requirements of future roles and offering some opportunity for personal growth
- Innovate and learn from best practice and achieve excellence in everything we do. Develop a leadership strategy that recognises the benefits of leadership competencies through the integration of business planning, performance monitoring and personal performance and development reviews. Recognise our management leaders as learning individuals who will encourage and support others in their desire for learning and improvement
- Recruit and retain a high quality and motivated workforce by encouraging input and development of our employees at all levels
- Use technology and our relationships with high quality providers to create a range of learning opportunities accessible to our employees, and make associated resources available to continue to develop learning

## **LEARNING AND DEVELOPMENT STRATEGY**

### **1. Purpose**

Cardiff Council's learning and development strategy puts in place actions needed to achieve the vision both for the Council and all employees.

Its purpose is:

To develop the capability (knowledge, skills, and behaviours) within the Council required to achieve the Council's priorities now and in the future and to encourage individuals to take up the opportunities offered

### **2. Key Linkages**

- The workforce planning process
- The communications process
- The corporate and community planning process

### **3. Key Inputs**

- Corporate Business Plan/objectives
- Community Plan
- Human Resources Business Plan
- Organisation Design
- Building for our Future plus other key documents

### **4. Goals**

The following goals outline the six key directions for the Learning and

Development strategy:

- To achieve a structured and systematic approach to development, where the Council is able to describe the skills/capabilities/behaviours required of all its employees, updating these in anticipation of changing requirements
- To be able to quantify the people capability of the organisation, with a proactive Human Resources team positioned to assess the viability of new undertakings at the earliest stage.
- To improve the delivery of the corporate plan by ensuring people have the skills capabilities and behaviours to perform effectively in their roles and are motivated to deliver the key outcomes for the people of Cardiff
- To create a learning culture by putting in place a range of supporting approaches to learning and development , tools and processes which will be systematically deployed and regularly reviewed
- To increase access to quality, cost effective learning opportunities
- To set standards and systematically review progress towards excellence in the development and training of all employees, and evaluation of the impact in the workplace

### **5. Measures**

To measure the effectiveness of this strategy, indicators are proposed.

Successful measurement frameworks feature a balance of both forward looking and backward looking indicators.

Backward looking– Employees Opinion survey, Business Excellence Review, Customer Satisfaction, Quality of Service and the achievement of improvement actions.

Forward looking - Deployment of training plans, induction, job skills development and personal development plans.

- Deployment of Competency framework
- Identification and evaluation of learning and development implications in all major projects
- Skills profile of the Council assessed against future requirements.

## **6. Review**

The Learning and Development strategy will be reviewed annually to monitor progress against milestones and to update and refine approaches to meet emerging business needs. The review should take account of linkages and inputs as at 2 and 3 above.

## **Business Continuity Management (BCM) – Training Strategy**

The Civil Contingencies Act 2004 has put a clear duty on the council to develop, implement and maintain effective and robust business continuity arrangements.

Cardiff Council is committed to the development of a resilience programme and one of the key projects under this programme is BCM. The BCM project is a huge piece of work that will impact every function/service with the overall aim of ensuring that critical business functions can continue to agreed minimum levels whatever the disruption to normal business.

To ensure that Cardiff Council is fully prepared this training strategy outlines the commitment to an ongoing training and maintenance programme. The programme is aimed at all Cardiff Council employees and will focus on four specific areas.

1. Establishing and maintaining a basic awareness of BCM for all employees.
2. Demonstrating Cardiff Councils long term commitment to its BCM programme and the desire to embed a BCM culture.
3. Determining and continually assessing the specific employee training needs across all council functions to ensure our services are more resilient and our critical functions/services can continue if faced with a disruption to normal business.
4. Ensuring the delivery of appropriate education and training for employees to ensure that they have the necessary level of competency to fulfil their specific BCM role and responsibilities.

The first steps of this project have already begun, Cardiff Council has identified a corporate manager to `champion` BCM and a policy document developed and signed off. The Council has also created a priority league table for all the functions/services which it provides. This exercise has helped to focus our first efforts on what our managers believe are Cardiff Councils most critical functions. The exercise has also help put BCM on the corporate map by raising awareness and providing a basic comprehension of why this

project and subsequent maintenance programme is essential to the council's resilience and wellbeing.

A BCM guide for managers has been developed which is an essential tool to assist them through the key stages of the BCM process. Some service areas have already completed this process and subsequently gone on to develop plans and / or procedures. These plans or procedures will now need to be backed up with a programme of training, awareness and exercising to ensure employees are aware of their role and responsibilities and plans or procedures are fit for purpose.

A corporate BCM structure is also being developed along the well known framework of bronze (function level), silver (service area level), and gold (corporate level) in order that the scale of a response can be managed accordingly. Functions/services which produce plans must ensure that they build in trigger levels which link them to the service area plan so it is clear to responders how and when the next level of response can and should be activated.

It is imperative that function/service managers include their teams in the BCM process and most importantly in the development of any subsequent plans or procedures. Knowing the strengths and weaknesses and capabilities of individuals in their team's managers should be able to allocate appropriate roles and responsibilities to the most suitable employees.

This strategy is also broken down into four specific levels, general awareness (all staff), bronze or function level, silver or service area level and gold or corporate level.

### **Part 1 - General Awareness (All Employees)**

The aim of this activity is to raise awareness of BCM amongst all Cardiff Council employees to ensure that they know what BCM is and what the critical functions/services are of Cardiff Council. Employees who work in a critical function/service will need additional training to ensure they know what their role and responsibilities are if their function/service BCM plan was activated. As a minimum all employees will be made aware of the following:-

- Cardiff Council has committed to delivering a programme of BCM across the whole of the authority.
- An overview of the corporate BCM project and implementation milestones.
- That BCM is sponsored by a corporate manager and endorsed with full support of the members and the trade unions.
- That the Chief Executive has approved a corporate BCM policy and where it is published and its linkage to other corporate policies.

- A basic comprehension of what BCM is and why it is so important to Cardiff Council.
- A basic explanation of the Council's four grading levels and what the grade of the function/service they work in is.
- A corporate and service area point of contact to liaise with / find out more information.
- Details of the corporate emergency contact number and information about when the number should be used.

It is important that this basic awareness is communicated as part of the acceptance of BCM in to the day to day practices and normal way the Council will do business in the future. It can be described as the first stages of trying to embed a BCM culture within the organisation.

#### **How this will be delivered**

- BCM included in the Corporate induction programme
- Council intranet site via BCM web pages
- Quarterly employee news letters (attached to pay slips)
- Council core brief
- Corporate employee information email system
- BCM requirement in the Councils Business Management Process

#### **Measuring Success**

- Employee questionnaires on BCM awareness and knowledge
- Level of engagement and response to BCM events.
- Response to BCM incidents
- Feedback from Corporate BCM induction programme
- Information gathered at employee exit interviews
- Continued support demonstrated by Corporate Management Team by attending BCM activities and providing an adequate budget supporting the programme.

## Part 2 - Bronze / Function Level Training

Every function/service which Cardiff Council provides must be graded by function/service managers using the Councils grading criteria. This prioritisation exercise will categorise all functions / services between levels 1-4 (1 being a critical function, see table below) and is based primarily upon how quickly a function/service needs to be re established to a minimum acceptable level of service. It is imperative that all Council functions/services are graded as this information is also required in the Corporate BCM Plan.

**Cardiff Councils Priority Classification Table**

<b>PRIORITY LEVEL</b>	<b>GRADE DEFINITIONS</b>
<b>1</b>	<b>Critical function needing to be restored within 0-24 hours</b>
<b>2</b>	<b>Important function needing to be restored within 3 working days</b>
<b>3</b>	<b>A function needing to be restored within 7 working days</b>
<b>4</b>	<b>A function which can be restored progressively after 7 working days</b>

Managers are taking each of their functions/services through the BCM process logically starting with the critical ones first. They first need to complete the requirements and strategy report which will help them to identify risk reduction measures and appropriate BCM strategies. A bronze or function level plan template has been developed in order that a consistent format is used across all parts of the Council. Function/service managers are encouraged to include staff whilst developing BCM plans or procedures in order to get buy in from their teams and to further help embed BCM.

Functions which are graded 3-4 are not mandated to develop BCM plans but are still required to go through the BCM process by completing a requirements and strategy report. Again the information collected here will help to identify risk reduction measures and maybe highlight procedures which could be developed to help build further resilience or aid communication and recovery of a function. A corporate emergency number for all Council functions is being developed which will act as a communication tool for all functions to keep staff informed of a major disruption to a number of Council functions/services.

### **Aims for bronze level training (functions / services graded 1 & 2)**

- To ensure employees are aware of what their role and responsibilities are in their functions/service BCM plan.
- To identify any additional education or training needs and fulfil these needs appropriately

- To ensure that employees understand what the impacts could be of function/service non delivery upon the Council and its stakeholders and also to highlight the plans key objectives.
- To inform employees of the corporate BCM structure and where their function/service sits in the service area and corporate priorities.
- For employees to understand what the trigger levels are to initiate the plan and to show its link it to the Silver / Service Area plan.
- To ensure employees are fully aware of any back up locations or reserve resources which have been earmarked within their BCM plans.
- To ensure that all employees are aware of the media management and customer communication aspects of the plan.
- To demonstrate to the employee that their plans / procedures are up to date and fit for purpose.

#### **How this will be achieved**

- Ensuring that an employees BCM role and responsibility is integrated as part of the annual Personnel Development Review process. This will give the managers and the employee the opportunity to formally discuss and identify capability gaps and training / education needs.
- Full table top exercise for all players in the plan at least annually.
- Quarterly checks / audits on specific elements of the plan e.g. Contact lists are up to date.
- A thorough debrief and evaluation of what went right and wrong if a plan / procedure is needed to be invoked.
- Annually conducting an Interview with function / service managers revisiting their requirements and strategy reports, assessing if any new procedures or risk measures are required or if any business change has occurred.
- Reporting to quarterly meetings of the corporate BCM group which has a representative from every service area.
- Building in BCM objectives in to the Council annual business planning process.

#### **Measuring Success**

- Interviews with function/service managers

- Minutes of meetings to assess if BCM is being raised regularly at team meetings
- Results or outcomes of any BCM exercise or BCM event.
- Assessment of work practices within a function/service
- Ensuring that the BCM objectives in the annual business planning process are successfully completed.
- Ensuring that commitments on training are delivered by managers to employees as agreed and documented in the Personnel Development Review process.

### **Part 3 - Silver Level / Service Area Training**

The silver level / service area is required to support the bronze or function level if additional resources and support for a business function or service is needed. Employees who are assigned a role in this plan will be team leaders or Operational Managers, the plan owner and officer responsible for co-ordinating this level will be the service area Chief Officer.

The service area plan will have its own league table made up of all of the functions / services which fall within its remit. If the plan is activated it will call upon the senior management within the service area to come together and support its functions/services by calling on its own or other Council resources. Every bronze plan must have agreed trigger levels that clearly defines when the service area plan is activated and how this is achieved. Likewise the silver plan must have defined trigger levels which link it to the gold plan.

#### **Aims for silver level training**

- To ensure that employees are fully aware of the service areas priority level one and two functions/services.
- To ensure that employees are aware of the bronze / function plans that exist within the service area.
- To provide employees with a clear understanding of what their role and responsibilities are if the service area plan is invoked.
- To inform employees where the primary and secondary meeting locations for the recovery team are.
- To ensure that employees understand what the trigger levels are to initiate the plan and to link it to the gold / corporate plan.

- To ensure that employees are aware of the Corporate BCM programme and support structures
- To ensure that all employees are aware of the media management and customer communication aspects of the plan.
- To identify any additional education or training needs.

#### **How this will be achieved**

- Once the development of the BCM plan has been completed and the full implications of the BCM strategy understood. The Chief Officer must determine any additional education or training needs for staff especially those who have a key role to perform within the plan.
- A thorough debrief and evaluation of what went right and wrong if the plan had been invoked.
- Full table top exercise for all players in the plan at least annually.
- Quarterly checks / audits on specific elements of the plan e.g. Contact lists are up to date
- BCM Officer to conduct an annual interview with the Chief Officer to check that the plan has been maintained and assess if any new procedures or risk measures are required or if any business change has occurred.
- Building in BCM objectives in to the service area annual business planning objectives.
- Quarterly meeting with the Service Area BCM representative conducted by the Councils BCM Officer.

#### **Measuring Success**

- Minutes of meetings to assess if BCM is being raised regularly at team meetings
- Results or outcomes of any BCM exercise or BCM event
- Assessment of work practices across the service area
- Ensuring that the BCM objectives in the annual business planning process are successfully completed

#### **Part 4 - Gold Level / Corporate Training**

The gold or corporate level is required to support the silver level if the business disruption has or is likely to have significant impacts upon the Council or its stakeholders. Employees who are assigned a role at this level include the Chief Executive all the Corporate Directors and key representatives from the Communications Team, Human Resources, Property Services, ICT and Emergency Management.

The gold level plan contains a league table of all the Councils functions/services which have been graded by their respective managers and ratified by their service area and the Corporate Management Team. The aim of the plan is to co-ordinate the response of all Cardiff Councils service areas to ensure critical business functions are re-instated as soon as possible whilst full restoration of all functions/services is managed in the pre determined order. Employees responsible for implementing this plan will be working under extreme pressure and will need to ensure that decisions are made quickly, the media are managed effectively and the Councils stakeholders are kept well informed.

This level of the organisation also has the crucial role of helping to embed BCM in to the organisation. It must demonstrate this commitment in various ways which from supporting BCM initiatives to providing adequate financial support for the BCM programme.

### **Training aims for gold / corporate level**

- To ensure that employees are fully aware of the corporate priority level one functions/services.
- To provide employees with a clear understanding of what their role and responsibilities are if the corporate recovery plan is invoked.
- To inform employees where the primary and secondary meeting locations for the recovery team are.
- To ensure that employees are aware of the Corporate BCM programme and support structures.
- To ensure that employees are aware of the media management and customer communication aspects of the plan.
- To identify any additional education or training needs.

### **How this will be achieved**

- Once the development of the Corporate BCM plan has been completed and the full implications of the BCM strategy understood. The plan owner (BCM Champion in conjunction with the BCM Officer) must determine any additional education or training needs for staff especially those who have a key role to perform within the plan.

- A thorough debrief of the lessons learned and the actions required to amend the plan / procedure
- Full table top exercise for all players in the plan at least annually.
- Quarterly checks / audits on specific elements of the plan e.g. Contact lists are up to date
- BCM Officer to conduct an annual interview of the Corporate BCM Plan with the BCM Champion checking that the plan has been maintained and assessing if any new procedures or risk measures are required or if any business change has occurred.
- Building in BCM objectives in to the corporate business planning objectives.
- Quarterly meeting with the BCM Champion conducted by the Councils BCM Officer.

### **Measuring Success**

- Interviews with function / service managers
- Minutes of meetings to assess if BCM is being raised regularly at team meetings
- Results or outcomes of any BCM exercise or BCM event
- Assessment of work practices within a function / service
- Ensuring that the BCM objectives in the annual business planning process are successfully completed.
- Ensuring that commitments on training are delivered to employees as agreed and documented in their Personnel Development Review process.

### **Conclusion**

The process of embedding BCM in to the day to day business of Cardiff Council is a long term objective. This training strategy has been compiled to establish a platform which by the organisation can clearly see what needs to be achieved, the mechanisms and techniques which should be used and a method by which success can be measured.