

## MANAGEMENT TRAINING - UPDATE AND PROPOSALS

### 1. INTRODUCTION

- 1.1 The purpose of this report is to update the HR Committee on the first round of Management Apprenticeships and other management training undertaken in the past 18 months, and detail the way forward with Management Development.

### 2. BACKGROUND

- 2.1 In 2017, it was recognised that there was a demand for Management Development within the Council. This was addressed in two ways; through formal management apprenticeships and through a 2-day supervisory management course run in-house by an external trainer.

### 3. FORMAL MANAGEMENT APPRENTICESHIPS

- 3.1 The Apprenticeship levy had recently come into effect, and newly created Apprenticeship Standards in Management were available, and the Council considered this to be the best way to fulfil our requirements.
- 3.2 The training cost for the Management Apprenticeships was met from the Apprenticeship Levy payments. This amounted to £109,000. The levy must be paid regardless of whether it is drawn upon or not. The levy is paid monthly at 0.5% of the paybill.
- 3.3 The table below details the apprenticeship providers, levels and students:

PROVIDER	APPRENTICESHIP LEVEL	STUDENTS	COMMENTS
Solent University	Level 6 - Degree in Leadership & Management, & Chartered Manager Status	RS, JK	Both achieved 1 <sup>st</sup> class honours degrees with distinctions in their End Point Assessments.
Solent University	Level 5 – Foundation Degree and Diploma in Leadership & Management	LN, SC, MR, LK, MC, TW + 1 other	All achieved merits and distinctions – End Point Assessments to follow. One student has deferred completion but this can be taken up again in January 2020 if appropriate.
Brockenhurst College	Level 3 – Team Leader apprenticeship	MP, GC, JL, DP	They are yet to receive grades or carry out End Point Assessments. These were carried out by Brockenhurst College. Whilst the taught elements and assignment schedule was delivered well, the End Point Assessment organisation and communication has been particularly poor despite persistent chasing. By mid October these should all be complete.

- 3.4 These were the first groups of apprenticeships under the new 'Standards' framework to be undertaken by the providers. The content of the apprenticeships and tutors have been very good. At times, communication to us as the employer, as well as to the students, could have been better – this did improve during the duration of the apprenticeships. End point assessments are a new aspect and have proved challenging for all providers. It seems teething problems have now been overcome, and should be resolved for future programmes.
- 3.5 In order to assess the effectiveness of the programmes, a set of questions was posed both to those that undertook the apprenticeship programmes, and a separate set was posed to their managers. An overview of feedback from both students and managers of students is provided below.

### **Employees**

#### **Positives:**

- Pitched at right level
- Proven national qualifications
- Proves ability and improves confidence
- Opportunity to learn from others (internal colleagues and external other businesses)
- Learnt aspects of management and leadership previously unaware of
- Developed skills of self-reflection
- Developed and applied project management skills
- Exceeding own expectations on ability and knowledge
- Significant positive impact at work – strategic approach to management/leadership problems, coaching skills employed, better understanding of different styles
- Would highly recommend to others, outlining personal time commitment
- Management support and flexibility required

#### **Negatives:**

- End Point Assessments – delays causing frustration to students
- Unclear of workload and expectations – high degree of personal time required for research and assignments

### **Managers**

- Supportive of management training
- Concerns regarding 1/5<sup>th</sup> time out of the office – impact on others' workloads
- Future learners should be put forward by Senior Management rather than self-picked
- Majority believe students have a better understanding of management roles, context within the organisation, corporate matters, raising profile
- Developed knowledge and applied project management skills
- In some cases, stakeholders have commented on student's development in practice
- Noticed greater levels of confidence and competence in overall conduct.

## **4. SUPERVISORY MANAGEMENT DEVELOPMENT**

- 4.1 To supplement the apprenticeships and provide alternative opportunities, a two-day Supervisory Management course through an external provider was funded by the Corporate Training Budget.
- 4.2 The cost for the training was just under £3,500.
- 4.3 12 employees attended the two-day Supervisory Management programme run in-house and provided by MTD Training. There was no national qualification; just an attendance certificate for this course.

- 4.4 Feedback from the two-day programme was excellent; fantastic trainer, learnt a lot about many aspects of management in a short period of time, good opportunity to air ideas and views and learn from others across different areas of the council. The only negative feedback was that more depth would have been welcomed in some areas.

## **5. MANAGEMENT DEVELOPMENT 2019 ONWARDS**

- 5.1 Providers have taken stock of the first round of Apprenticeship Standards, and are making changes to their programmes for 19/20 cohorts to better meet student and employer requirements:

### **Level 3**

While Brockenhurst College are still working on the way they are able to offer the course in the future and give us assurance of a more streamlined process moving forward, Intech Business School are able to provide the Level 3 Team Leader apprenticeship, this can be on an 1:1 basis, or with a minimum of five students this can be provided as a cohort together. This can be started at any time of the year.

### **Level 5**

Solent University will continue to provide the Level 5 Diploma, with CMI accreditation. They will no longer be able to provide the Foundation Degree due to funding cuts from government. This will not affect the diploma but will make the workload more manageable for students. This programme starts in October 2019.

### **Level 6**

Solent University will run the Chartered Manager Degree in the same format. This programme starts in September 2019.

### **Level 7**

Solent University have added to their courses and will now be offering the Master's Degree Strategic Leader. This will start in November 2019.

- 5.2 Taking into account that different methods of learning suit different people, and that additionally for some the out of work commitment required for the apprenticeships is not possible due to other work or personal commitments, it is considered important to continue to offer the two-day supervisory course for those it is appropriate for. Based on the excellent feedback MTD Training will provide this again in Autumn 2019.
- 5.3 During early September, applications are being considered by EMT as the final decision makers of which employees will attend each programme. All those who have submitted applications will be notified in advance of each programme start date.

## **6. FINANCIAL IMPLICATIONS**

- 6.1 Training costs for apprenticeships can be claimed back from the Levy payments already made. There needs to be consideration of impact on others of the absence of the chosen staff.
- 6.2 The two-day Supervisory Management programme costs will be met from the Corporate Training budget.

## **7. CRIME & DISORDER IMPLICATIONS**

- 7.1 None

## **8. ENVIRONMENTAL IMPLICATIONS**

- 8.1 None

## **9. EQUALITY & DIVERSITY IMPLICATIONS**

- 9.1 Service Managers and EMT will apply a fair and consistent process for selecting employees for management development opportunities.

## **10. DATA PROTECTION IMPLICATIONS**

- 10.1 None

## **11. RECOMMENDATIONS**

- 11.1 That the Committee support the Council's commitment to the Management Development programmes detailed above.
- 11.2 A verbal progress report will be provided in the New Year, once all programmes are underway.

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