Committee(s): Corporate Services Committee	Dated: 11th September 2024
Subject: Update on Mandatory Training	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Providing excellent services,
Does this proposal require extra revenue and/or capital spending?	**No**
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: Alison Littlewood, Chief People Officer & Executive Director or People and HR	**For Information**
Report author: Stuart Carruthers, Head of Learning and Development, People and HR	

Summary

This report outlines the proposed changes to mandatory training, which will be released in three phases. The main objectives are to update and enhance the mandatory training programmes, shorten the process to no more than one day to complete, improve the new starter programme, and ensure system readiness for the new ERP implementation.

These changes aim to create a more efficient, engaging, and relevant training experience while ensuring compliance and readiness for future system upgrades.

Recommendation(s)

Members to agree the following changes

- Phase 1 Mandatory e-learning updated to make it more interactive and shorter. Estimated release date Friday 20th September 2024.
- Mandatory e-Learning reduced from 13 hours to 3 hours and to be completed in 6 weeks instead of 3 months.
- To enrol all staff at the City of London and complete the Updated Mandatory Courses. Doing this would resolve data inconsistencies, ensure automatic enrolment for all employees, simplify compliance monitoring, provide an opportunity for a data quality audit, and streamline the dashboard for more efficient and automated reporting. It would also allow all staff to be consistent and compliant.
- For agency, contractors and casual workforce, a shorter and concise e-learning will be created. Fire Awareness, Health, Safety and Wellbeing, Equity, Equality and Inclusion-Our Commitment, Data Protection and Cyber Security will be added to the suite of learning.

Main Report

1. Background

The Learning and Organisational Development (L&OD) team has undertaken a comprehensive review of the current mandatory training programme. This review was driven by feedback from participants, advancements in training methodologies, and the need to ensure compliance while maintaining high levels of engagement and retention.

The Mandatory Training project team has engaged with 9 stakeholders, including, departments such as the Health and Safety Team, Comptrollers and City Solicitors, EEDI (Equity, Equality, Diversity and Inclusion) Team and the Chamberlain's team, to update and develop relevant mandatory e-Learning courses.

To test the effectiveness of the updated courses, it will be user tested with different grades of staff, in different locations and institutions and on different devices to ensure that they mitigate system errors and ensure to be accessible to all learning styles and needs. This will be tested early September, by creating a group of user testers, providing the group with the links to the updated courses alongside a feedback form asking questions ranging from the effectiveness, interactives, timing and additional comments. After receiving the feedback, relevant changes will be made.

Benchmarking was undertaken with different organisations such as Camden Council, Enfield Council, and Imperial Hotels. Doing this research in both public and private sectors gave huge insight on how the Mandatory Training project team should develop the City Corporations Mandatory e-Learning Programme.

2. Current Position

The current mandatory training programme consists of the following:

1. New Starters Orientation
2. Health, Safety and Wellbeing Induction
3. Driver Check
4. Fire Awareness
5. Our Social Media Policy
6. Data Protection
7. Prevent
8. Customer Service
9. Fraud Awareness
10. Equality and Inclusion- Our Commitment
11. Action Counter Terrorism (ACT)

3. Participant Feedback

' *Areas like GDPR (General Data Protection Regulation), feel outdated.*'

'Long and lecture-like,'

'Missing content'

'Include more how to's and external links'

'Found it hard to focus on the points at the end of the film. Film was slightly soporific.'

'Would like a bit more in-depth analysis and more interactive approach to learning.'

'- A few issues with spelling and grammar. - Functionality is not great for e.g. it is really tricky using drop down menus to rank answers'

'More interesting if narrated rather then read yourself,'

'Mandatory training here is dull.'

Length: The existing training sessions were reported as too lengthy leading to disengagement and decreased retention of learning.

Engagement: Participants found the sessions to be monotonous and not sufficiently interactive.

Relevance: Some content was viewed as outdated or not directly applicable to their roles.

4. Benchmarking

After analysing the current offering, and benchmarking against other local councils, including Enfield and Camden Council, as well as private sector entities such as Imperial Hotels. The analysis focused on a range of factors including content, relevance, design, user experience, accessibility, complexity, interactive elements, objectives, flow and structure, assessment methods, navigation feedback and technical support. From this it was concluded that there was a need to focus on the timing, format, relevance, and interactivity. Leading organisations have adopted shorter microlearning, more interactive training modules that leverage modern technology and adult learning principles.

5. Key Changes

Update and Refresh Mandatory Training: The courses will be updated to ensure they are relevant, timely, and engaging. They will be condensed to be more concise while incorporating interactive formats to enhance engagement. This refreshed approach considers the importance of timing and interactivity, making the training shorter and more engaging for participants.

Relevant Content: the New Starters Mandatory programme will be updated to be more bespoke and relevant to the Corporation, aligning with the Corporate Plan and People Strategy.

Enhanced New Starter Programme: Integrate the City of London Corporation Welcome Booklet with the current New Starters Orientation to create a more relevant, welcoming, and bespoke experience tailored to the Corporation, prior to the updated mandatory courses.

Welcoming Approach: The new starter programme will be redesigned to create a more welcoming environment for new employees, making it bespoke and relevant to the Corporation and its respective institutions.

Relevant Information: The programme will provide information specifically tailored to the needs and concerns of new hires.

ERP System Integration: Before the transfer to the new ERP System, the Learning and Organisational Development Team will review and update e-Learning courses. This will be done by reviewing the feedback and communicating with Stakeholders including staff from Institutions and the staff on what is needed and wanted.

System Readiness: Preparations will be made to transition the training system to the new ERP once it is implemented and systematically focus on the processes of the Learning Management System to make the user experience more consistent and welcoming for our New Starters.

Duration: The updated New Starters Programme, after shortening the content, and making it more relevant, with an average of 3 hours to complete in a deadline of 6 weeks of starting. This means that it will take less time to complete the whole New Starters Programme. Once the New ERP is implemented, the New Starters Programme, which includes the Welcome Orientation and the Mandatory e-Learning, it will be given to the new starter before their first day as it prepares new starters, ensures compliance, and allows them to start confidently and efficiently, reducing the learning curve and potential early mistakes.

Interactivity: The new starter programme will have more interactive elements for example quick summary videos, sorting activities, flashcards, matching activities, quizzes, engaging labelled graphics, which allows putting the theory into practice, to ensure the learner is more engaged and is able to retain the information.

Content Update:

a. New Starters Orientation
b. Health, Safety and Wellbeing
c. Fire Awareness
d. Equity, Equality, and Inclusion- Our Commitment
e. Data Protection (GDPR)
f. Action Counters Terrorism (ACT)
g. Prevent
h. Cyber Security
i. Driver check (will remain until a solution can be found to collect this data an easier way)

The courses that have been removed (Our social media Policy, Customer Service and Fraud Awareness) from the New Starters Mandatory Programme will be moved to the 'Highly Recommended' section of City Learning. These courses are still beneficial, however not mandatory.

6. Implementation Plan

Phase 1 (January 2024 - September 2024): The New Starter Programme will change. This includes the New Starter Orientation and the mandatory training. Reduced the content, making it more relevant and accessible. To test the effectiveness of the updated courses, it will be user tested with different grades of staff, in various locations and institutions and on different devices to ensure that they mitigate system errors and ensure to be accessible to all learning styles and needs.

Phase 2 (October 2024 – August 2025): Introducing additional mandatory courses relevant to new starting managers, new managers, and current managers. Complimenting the People Management Programme, which is an 8-module face-to-face management development programme, available to the Corporation and its respective institutions.

Phase 3 (August 2025 – December 2025): Compliance for Contingency Workforce**:** After the ERP system goes live, a review will be conducted to determine the necessary compliance training for the contingency workforce to mitigate risks, following this review a shortened version of mandatory training (Fire Awareness, Health, Safety and Wellbeing, Equity, Equality and Inclusion- Our Commitment, Data Protection and Cyber Security) will be added to the suite of learning.

Training and Support

- **Train-the-Trainer Sessions:** Conduct sessions to prepare trainers on the updated content and delivery methods. The benefits of having train the trainer sessions are that it equips trainers with the skills and knowledge to effectively deliver online training, ensuring consistency, quality, and engagement across the learning experience in the Corporation.
- **Technical Support:** Ensure technical support is available for troubleshooting any issues during the rollout via email or a FAQ (Frequently Asked Questions) page on the Learning and Organisational Development Homepage.
- **Feedback Mechanism:** Establish a system for ongoing feedback to continuously improve the training programme and regularly evaluating the feedback.
- **Stakeholders:** Give and receive regular updates and feedback to further develop the e-Learning. Addressing it in workforce groups for example the Future Ambition 18 Leadership Exchange.

Expected Outcomes

Expected Outcomes will be measured by tracking the progress by analysing regular reports and dashboards and gathering feedback on the courses.

- **Increased Engagement:** More engaging and interactive sessions are expected to increase participation and retention rates.
- **Higher Retention of Information:** The e-Learning course being more interactive and shorter which means staff are more likely to be compliant.
- **Improved Efficiency:** Shorter training sessions will reduce time away from regular duties, thereby increasing overall productivity.
- **Higher Compliance:** Up-to-date and relevant content will ensure better compliance with industry standards and regulations.
- **Enhanced Learning Experience:** Participants will benefit from a more personalised and interactive learning experience
- **Accessibility:** Mobile-friendly and inclusively designed courses ensure that all learners, can access content anytime, anywhere, on any device.
- **Faster Onboarding:** New employees get up to speed quicker with updated training.
- **Continuous Learning:** Regular updates encourage a culture of ongoing learning and development.

7. Next Steps

Communications: The L&OD (Learning and Organisational Development) team will build intranet articles including links and FAQs (Frequently Asked Questions) to promote the updated Mandatory Training. It will be included in the Town Clerks Briefings. It will be advertised in the New Starters Breakfast. It will also be included in events such as the Future Ambition 18 Leadership Exchange so it can be cascaded down to the rest of the Corporation. The HR Business Partners can cascade relevant information to Chief Officers and their SLT's to promote to their departments.

Monitoring: The L&OD Team will have evaluation forms on each course to get consistent and regular feedback and implement the relevant changes. Monitor the completion rates of each course on a regular basis and share that across to relevant stakeholders.

Mandatory Consideration: The L&OD Team will provide a Mandatory e-Learning Consideration Form, consisting of the purpose and objectives of the training, legal compliance, skills and knowledge gaps, risks, and approval from a Chief Officer.

Enrol All Staff: The L&OD Team aspire to allow all City of London Corporation Staff and other workers to complete the updated Mandatory e-Learning courses to make sure everyone is compliant whilst maintaining consistency throughout the Corporation.

Income Generation: Once the e-Learning has been fully tested, in later phases, it can be considered as a source for income generation.

Corporate & Strategic Implications

Strategic implications –

Aligning with the People Strategy: Ensures all employees are informed on key strategic areas like leadership, talent, and development, aligning their actions with the 5 key themes of the People Strategy.

Employee Engagement: Improved employee knowledge and morale through understanding of their contribution and rewards, which can lead to higher retention and productivity.

Financial implications –

Initial Investment: Costs associated with developing and deploying updated e-learning content and can be used for income generation in the future.

Long-Term Savings: Potential reduction in training costs, as they are not going to purchase off-the- shelf e-Learning.

Resource implications –

Staff: Test groups from various locations, institutions, devices and learner needs, Staff to support in the process of building e-learning as there is only one Digital Content Design Officer and one Content Creator Apprentice. The team will benefit from an additional staff for example 1 FTE, Grade C Digital Content Creator.

Technological Resources: The transition to the new ERP system (SAP). Software used to build the e-Learning.

Legal implications –

Compliance: Must ensure content meets UK regulations and industry standards, particularly in areas like health and safety, data protection, and employment law. This will be shared with the legal team to ensure legal compliance.

Documentation: Accurate records of course completion is required to demonstrate compliance in audits or legal

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Risk implications -

Mitigation of Operational Risks: By educating staff on leadership, wellbeing, and regulations, the organisation reduces the risk of misconduct, low morale, or leadership failures.

Reputation Risk: Failure to effectively implement or update courses could harm the company's reputation if it is perceived as neglecting employee development or compliance.

Equalities implications –

Accessibility: Courses must be accessible to all employees, considering diverse learning needs and disabilities, ensuring inclusivity and equality.

Fairness: Content should promote fairness and equality to avoid potential discrimination claims.

Climate implications – None

Security implications –

Data Security: Must ensure that personal data of employees taking the courses is securely stored and protected against breaches.

Cybersecurity Training: Incorporating cybersecurity awareness as part of the courses could help mitigate security risks related to employee actions.

Conclusion

The Learning and Organisational Development Team is confident that these updates will significantly improve the effectiveness and engagement of the mandatory training. We recommend the immediate commencement of the implementation plan and look forward to the positive impact these changes will bring to our organisation.

Appendices

None

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