# AUDIT, GOVERNANCE AND STANDARDS COMMITTEE

# 29 JULY 2021

# LATE MATERIAL

The following material has been received since the publication of the agenda for this meeting in relation to **Item 4** on the agenda:

**Mandatory Training**

**Audit, Governance and Standards Committee**

Thursday 29 July 2021

**Mandatory Training Update Report**

Sarah Ireland, Director - Executive Director, Corporate and Communities

Relevant Portfolio Holder: Tim Cobbett, Portfolio Holder for Communities and Engagement

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# Appendix

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**Purpose of Report**

This report provides an update on completion rates, changes to mandatory training requirements for all staff, and the measures introduced to improve monitoring and reporting on completion rates.

A review of mandatory training took place in March 2021 which included:

- Audit of current mandatory training and benchmarking RBK mandatory training requirements against other London Boroughs
- Any additional mandatory training requirements
- A review of methods of monitoring, reporting and completion rates
- Measures to address non-compliance

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**Context**

In March 2020, in response to COVID-19, and in line with Government guidance, staff induction shifted from face-to-face delivery to online.

Alongside the change to the delivery of virtual training, a COVID-19 Induction Onboarding Checklist was created to support new starters and managers.

The checklist included affirming the requirement to complete mandatory training e-learning modules. However, during this period, no mandatory training compliance reporting was carried out.

A comprehensive review of mandatory training at RBK was undertaken in March 2021, with a suite of mandatory training recommendations were presented to SLT in April 2021, with agreement to implement changes in the following areas:

- Current mandatory training requirements, benchmarking, and addition of new modules
- Monitoring and reporting of completion rates to HoS, ADs and SLT
- To ensure compliance, completion of mandatory training modules for new starters to pass the probation period has been introduced.
- A schedule for the completion of the revised suite of mandatory training modules have been launched which is accompanied by a comprehensive communications strategy.
- Monitoring and evaluation of completion rates is taking place and will continue on a regular monthly basis. Monitoring compliance has been

shared as part of the communications plan along with the scheduled roll-out.

Since the implementation of the changes that started in May 2021 we have seen a significant improvement in the completion rates of the two modules that have now been relaunched. The Information Governance (Data Protection) has seen a substantial increase in completion rates since the relaunch in May 2021, currently reporting at 91%, which is up from 51% between 1st Sept 2020 to 31st Jan 2021.

For the second mandatory training module - Health & Safety - the current engagement and completion figure is 61%. Some staff have advised that there is an issue with the learning management systems process to confirm completion. The Learning and Development Team is currently investigating this issue.

Reporting is now in place on all Mandatory training with non-compliance reports being prepared to share details with Heads of Service and ADs for those that have not started and those that have not had training recorded as completed. Monitoring will be undertaken on a monthly basis. Individual staff and managers are reminded of the requirement for compliance on a monthly basis. A report will go to SLT on a quarterly basis.

Further Mandatory Training Courses are highlighted with anticipated dates in the timescales section below.

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**Benefits to the Community:**

Having undertaken the review to ensure compliance for council staff, the completion of mandatory training ensures our staff have the latest tools and skills needed to provide appropriate and safe services to our community.

We have reduced risk to a range of issues such as data protection and GDPR, health and safety issues, cyber attacks, ensuring our staff are working in an inclusive way and minimising risk to the council and the community.

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**Key Points**

As mentioned above, below shows the analysis of completion rates between 1 September to the 31st January 2021, showing low levels of completion across the five mandatory training modules:

**RBK** - 49  new starters **from** 1st September 2020 to 31st January 2021

| RBK - Number of new starters from 1st September 2020 to 31st January 2021 (n = 49) | | | | | |
|---|---|---|---|---|---|
| | Data Protection | Intro to Kingston | Armed Forces Covenant | E&D | H&S |
| Completed | 51.0% | 40.8% | 28.6% | 38.8% | 42.9% |
| Incompleted | 14.3% | 18.4% | 16.3% | 14.3% | 2.0% |
| Not started | 34.7% | 40.8% | 55.1% | 46.9% | 55.1% |

In March this year our Employee Experience Lead undertook a review of mandatory training, and found that the content within a number of the courses were out of date and there was no monitoring or evaluation of who had completed these mandatory training courses, with the exception of the Data Protection course.

Following this, our Employee Experience Lead has updated the mandatory training course requirements and monitoring and evaluation of completion rates has begun, with the aim to strengthen monitoring, reporting and introduce measures to address non compliance.

Following the review, recommendations were made to address the gaps identified, and presented to SLT on the 13th of April 2021. The purpose of the review was to analyse the training the Royal Borough of Kingston (RBK) had historically identified as mandatory and understand:

- Should the training identified as mandatory historically, remain so;
- Who is responsible for the content update of this training and ensure updates are made where required;
- How often should staff be asked to complete updated training in order to comply with statutory regulations and requirements;
- Understand any inconsistencies between RBK and other London Boroughs and why might one borough list a course as mandatory and the other not as a benchmark where necessary;
- How we report on mandatory attendance and improve processes so we can measure accurately and take action where there is non-compliance;
- Next steps to roll-out mandatory training programmes in order of priority.

The following recommendations were agreed and are being implemented:

**Recommendation 1:**

The review and revise existing modules with subject matter experts, and based on benchmarking exercises, introduce new mandatory training requirements.

The roll-out of modules in batches to encourage completion. The roll out is accompanied with a comprehensive communication plan and updated intranet page with completion deadlines.This has been started with the Information Security and Health and Safety modules.

**Recommendation 2:**

**Induction / New starters**

SLT agreed approval for completion of mandatory training to be linked to passing probation for new staff.

The Employee Experience team will send reports and reminders to new staff and their managers, tracking completion.

Non-completion will escalate to HoS and ADs at 5 months post joining.

Non-compliance rates will form part of a quarterly report to SLT.

**Recommendation 3:**

**Monitoring and reporting**

Monthly completion reports will be sent to ADs by the EE team, and quarterly reports to SLT are being sent out.

It is expected that the combination of a comprehensive communication strategy highlighting the importance of completing mandatory training, alongside stringent monitoring and reporting, and consequence of non-completion for new starters, will increase completion rates.

**Timescales**

The revised mandatory training requirements were launched in May 2021.

Listed below is the roll-out schedule and deadline dates.

> **All Staff:**
- Information Governance (updated and includes: Introduction for Information Security, Phishing, GDPR, Social Engineering, Handling Sensitive information, Deadline: 30th May 2021 - current completion rate at 91%, at the time of writing
- Health & Safety (refreshed), Deadline: 30th June 2021 - current engagement and completion rate at 61%, at the time of writing.
- Equality & Diversity (refreshed), Deadline: 30th October 2021
- Fraud awareness, Deadline: 30th October 2021
- Prevent (anti-terrorism training), Deadline: 30th October 2021
- Mental Health Awareness Training (new) - in development
- D&I Interview Panel Training (new) - in development

> **Managers:**
- Equalities Impact Assessments Review  - in development
- Uncomfortable Truth (Tackling Race Inequality) -  August 2021
- Cultural Competency Learning Programme - September 2021

**Financial Context**

There are no cost implications.

**Resource Implications**

Internal HR resources are currently being deployed to create new mandatory training modules, and as such there are no cost implications. Should that change, Finance colleagues will be consulted on any additional requirements. Other internal resources will be the staff themselves taking the time to complete the mandatory training modules, along with the Managers and Heads of Service ensuring the training is completed and chasing those individuals who haven't completed the training by the deadline.

**Legal Implications**

Mandatory training modules are aligned with the following legislation:

1. Health and Safety at work Act 1974

2. Health and Safety (First Aid) Regulations 1981

3. Health and Safety Information for Employees 1989

4. Workplace (Health, Safety and Welfare) Regulations 1992

5. Health and Safety (Display Screen Equipment) Regulations 1992

6. Provision and Use of Work Equipment Regulations 1998

7. Management of Health and Safety At Work Regulations 1999

8. General Data Protection Regulation (GDPR) 2018

9. Employment Rights Act

**Held by** - None other than those referred to in this report.
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