

Building the training and development offer in a local Public Health local authority team

**Suffolk County Council Public Health and Communities
Skills Pyramid**

Andrew Crowe – Senior Researcher



Overview

The ask – what is the Skills Pyramid?

Key principles

Detail of strands

Branding

Process and development

Challenges

Future development

The ask:

Initial ask came in September 2022 – 1 year of development so far

Opportunity arose after re-structure within PH&C, and staff survey results

Aspired to improve the learning and development offer within the directorate – single port of call

Aids employee development for those looking to progress

Build the Skills Pyramid into appraisal process

Sharing knowledge across teams – particularly professional skills and knowledge - upskills staff and aids continuity

Scope level of skill across the directorate and identify gaps

Key principles of the Skills Pyramid

Knowledge building

Asset based approach

Accessible to all

Relevant to our workforce

Current and regularly reviewed

Continuously developing



The strands

Going
Further

Operations &
Management
Skills

Professional
Skills &
Knowledge

Digital and
IT Skills

Strands cover exactly what they say!

We have strand leads, and one coordinator. Some admin support.

Use the directorate survey results within each strand to shape (and prioritise) content.

Strand example: Professional skills and knowledge

Topic leads (volunteers within directorate – mostly senior PH team – experienced across range of PH&C topic)

Basic guidelines – standardised content/formats

Utilise existing resources

Buy-in? A lot is already there/available – collating information

Consider level of the information, format, flexibility – no fixed deadline

Ongoing review of content to maintain relevance



Concise content development guidance

This is a concise version of the [Skills Pyramid general content development guidance](#). Content uploaded to the Skills Pyramid SharePoint regardless of format – should meet the below minimum requirements. For any queries about the Skills Pyramid, please e-mail skillspyramid@suffolk.gov.uk.

Requirement:	Met?
Content details provide an overview of the resource and included material.	<input type="checkbox"/>
If external hyperlinks are used, ensure they are active and working.	<input type="checkbox"/>
A clear review date for content – to ensure material remains up to date.	<input type="checkbox"/>
Provide access to support for additional learning – either additional resources or signpost.	<input type="checkbox"/>
A positive, engaging tone must be maintained throughout the content.	<input type="checkbox"/>
Avoid duplication of material – link to other sections of the Skills Pyramid where possible.	<input type="checkbox"/>

Professional skills and knowledge

Example content (Evaluation by CPH Anna Crispe)

List of topics (so far!)

Topic	Topic lead/expert
Health inequalities	
Quality assurance and governance	
Working in a Suffolk system & political environment	
Handling data, sources etc	
Evaluation	
Policy & strategy approach	
Academic public health/evidence reviews	
Finance & funding	
Research	
Health protection	
Health promotion/health improvement	
Behavioural science	
Suffolk+20	
Health economics	
Epi/stats	
ABCD	
VCSE sector	
Commissioning and contracts	
Co-production	
Healthcare public health	
EDI	
Children and young people training	

Other content:

- Due to a variety of topic and learning styles, we have a mixture of face-to-face training, website content, internal and external providers.
- Directorate leadership team provide a small amount of resource, but largely asset based and supported by our staff.

Fundamentals of Management

- Bands 6 and above, intended for those who line manage
- In person – 3 days commitment. Running separate cohorts (12 per cohort), with very positive feedback to date.

Pre course assignment

Self-reflection, feedback, and goal setting.

Day one and two

The content will be arranged into five key themes split over the two days:

1. The role of the managers and leaders
2. Managing yourself – including influence, impact and wellbeing
3. Creating a positive and healthy climate in the team
4. Managing performance – including conducting difficult discussions
5. Developing individuals and teams

Day Three

This day provides you with the opportunity demonstrate how you have implemented the learning and seek further guidance and advice from the trainer. It will involve you:

- Presenting the results of your assignment to colleagues
- Discussing issues around managing change
- Peer coaching

Employee Development Courses

- Catalogue of courses for bands 2-5, from organisation and planning, to communication skills and OU courses.
- Mainly in-person, using external providers.

The Courses

	Working Through Change	Communication Skills (Influencing Others)	Assertive Positive Conversations
Course length	One day	FULLY BOOKED	Half day
Date	26 th October 2023		21 st November 2023 am or pm
Time	9.30 am – 4.00 pm		9.30 am – 12.30 pm. 1.30 pm – 4.30 pm
Method	Face-to-Face		Face-to-Face
Provider	DGI - G		AGAP
Room	Lime B2F4R02		Lime B2F4R02
Places available	15	12 per session (total 24)	
Responsible			Suitable for all staff including

Content within the Skills Pyramid

- Where we house and build the content. Pre-existing SharePoint platform.



Learn. Grow. Succeed

Welcome to the Skills Pyramid for Public Health & Communities. The aim of the Skills Pyramid is to support you to identify gaps in your knowledge or skills, and offer you access to training that will fulfil these needs, allowing you to progress in your career and build confidence.

This work will also help us meet the wider priorities we've set ourselves, and support Suffolk County Council's 'We Aspire' objectives.

How do I get started?

Step 1

First it is important to identify your training needs. You could do this by completing the Skills Pyramid surveys based on the topic areas, have a discussion with your line manager or team members, check out the Suffolk County Council HR resources or spend some time reflecting.

Step 2

Familiarise yourself with the four categories within the Skills Pyramid;

- Professional Skills and knowledge

**Skills Pyramid
Feedback Form**

Branding

- Instantly recognisable! Helps to achieve the single port of call and embed the Skills Pyramid into PH&C.
- Used PH&C colour schemes, consulted with the directorate and working group.
- Pyramid design with 'blocks' – intended to symbolise picking and choosing relevant content to you and your role from each of the four strands.



- Used for frequent messaging in bulletin and comms with directorate.
- Used to send emails for team meetings and ad-hoc (individual in-person courses being promoted)



Process/development of the Skills Pyramid

Molly Thomas-Meyer leads the development of the Skills Pyramid within SCC PH&C. Andrew Crowe supports with some capacity.

Delivered quick snapshot surveys which led to the developments of the 4 key strands. There was already some learning and development offers (higher apprenticeships etc), but nothing systematic.

Working group and strand leads meet on a regular basis (6-weekly).

Other individuals also feed in – link closely to Wider Leadership Forum, marketing, HR for specific topics, also utilize external suppliers.

Lots of engagement with the directorate to identify need: surveys for each strand, open-ended questions.

Challenges

Tried to be very pragmatic and practical - not reinventing things or overloading busy people. Maintained buy-in with directorate – have needed to be mindful of how things land at each stage. Key to this constant updating and collaboration – even voting on the logo!

Very collaborative approach to build the platform to this point – directorate buy-in has been positive.

Currently developing content with topic leads – there may be some challenges with what to include, format, timelines etc. Not trained educators.

PHSFK doesn't resonate with many of our staff: using this framework alone wasn't the answer for us, but very useful mapping and assurance tool.

Future development

Ongoing review of produced content, to maintain relevance and to develop further.

Continue to identify areas where learning and development is required – through future surveys.

Re-run in-person content where demand was high.

Tailor content to different levels of understanding (where required).

Evaluate initial training with 6-8 months on management strand.

Embed into PDR (professional development review process).

Develop 'clusters' of learning topics for particular grades or pathways (similar to DataCamp).

Further information:

Feel free to contact with any questions;

andrew.crowe@suffolk.gov.uk or skillspyramid@suffolk.gov.uk

[Public Health Skills and Knowledge Framework \(PHSKF\)](#)