
REPORT TO:	FINANCE & MANAGEMENT COMMITTEE	AGENDA ITEM: 12
DATE OF MEETING:	19TH JUNE 2014	CATEGORY: DELEGATED OPEN
REPORT FROM:	DIRECTOR OF FINANCE & CORPORATE SERVICES	
MEMBERS CONTACT POINT:	LOYD BAKER, TRAINING & DEVELOPMENT SERVICE LEAD Loyd.baker@northgate-is.com	DOC:
SUBJECT:	ANNUAL TRAINING REPORT 2013/14 AND PRIORITIES FOR 2014/15	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: FM 05

1.0 Recommendations

- 1.1 To approve the priority areas for training and development during 2014/15, which are linked to the delivery of the key priorities of the Council's Corporate Plan.
- 1.2 That Members note the range of training activities and actions provided during 2013/14.

2.0 Purpose of Report

- 2.1 To propose the priority actions for corporate training activities during 2014/15 to support the achievement of the Council's Corporate Plan. These are reflected in the Council's Workforce Development Strategy, which provides the framework for the effective management and deployment of the Council's workforce.
- 2.2 To provide an overview of corporate training, learning and development activities completed during 2013/14 and the outcomes.

3.0 Executive Summary

- 3.1 In line with previous years the assessment of the training priorities for the year 2013/14 were identified from a number of different sources. This includes the Corporate Plan, Service Plans and individual Performance Development Reviews. Organisational Development (Northgate) is responsible for proposing appropriate training interventions to meet the needs identified with employees and Managers responsible for allocating, attending and ensuring that the objectives and benefits of the training are transferred back into the workplace.
- 3.2 A variety of learning activities have been provided. During 2013/14, the focus has been on providing sufficient training for staff due to a number of restructures, resulting in a number of new managers requiring training on Council procedures, as well as Health and Safety training; and supporting a number of employees through academic study relevant to their roles that also promote succession planning. Once again there was focus on management development through two more facilitated

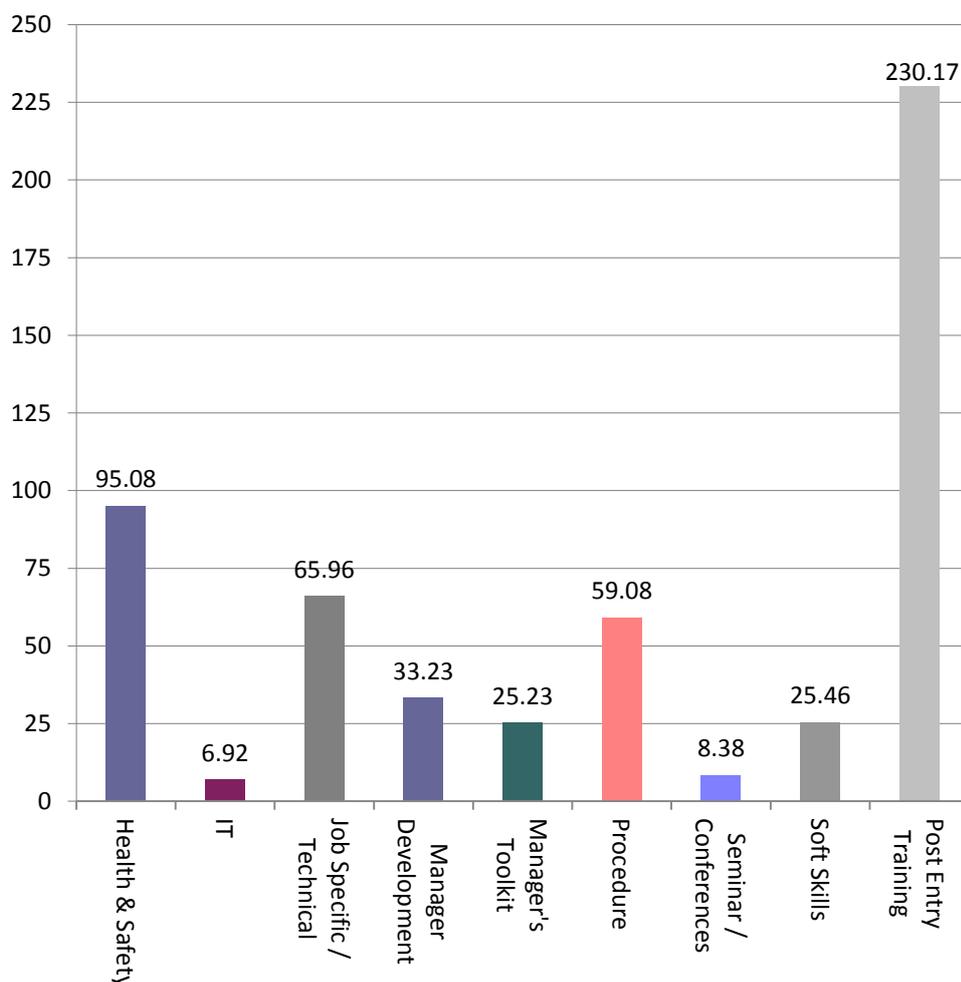
“Planning for the Future” days. The Council has continued to provide alternative forms of learning with the further development of e-learning resources.

3.3 A significant amount of work has also been carried out with Health & Safety training. Training has occurred across all services addressing a number of needs highlighted in the Council’s Health & Safety action plan. As well as conventional courses, this has also included a number of “toolbox talks” to fit into the working patterns of, and engage with, front line staff based at the Council depot. This has ensured that employees are provided with the appropriate knowledge and understanding to undertake their roles safely and promoted a proactive approach towards health & safety management.

3.4 In addition to this the Council had its second Health and Wellbeing Week to support the effective management of stress and stress related absence at work. This work was supported by the on-going provision of training for Managers in the Council’s Attendance Management Procedure to enable a consistent and positive approach towards the management of sickness absence.

4.0 Detail - Review of 2013/14

Total Training Days



* Note that each training category will encompass a range of courses and the number of staff trained takes account of some staff attending different training courses within the same category.

** Soft skills training include course on customer care, time management etc.

- 4.1 Organisational Development (Northgate) delivered and supported 128 different training, learning and development programmes and provided almost 320 days of training. A further 230 days of learning and development were completed by employees including study on post entry training programmes. This is an increase in post entry training on the previous year.
- 4.2 Based on current headcount of employees in the Council this equates to 2.05 training days per employee, a small increase on last year's 2.03 days.
- 4.3 "Technical / Job Specific" training is arranged by Service Areas and reported to Organisational Development (Northgate) to record in ResourceLink Aurora which is the Council's Human Resources / Payroll IT system. This provides an electronic record of all training that has been completed and employees can view their own training records in the self service module, MyView. Historically this has led to low recording rates, for example this year a number of services did not send in a response.
- 4.4 Organisational Development (Northgate) continues to develop and deliver in house training solutions wherever possible. However it is also important to provide a range of learning opportunities to ensure a varied provision of high quality learning and development interventions and specialist expertise. External training providers are used on occasions when specialist / technical expertise is required.
- 4.5 Scheduled training courses are sometimes cancelled due to no or insufficient bookings or late withdrawals by employees. It is important to keep the number of courses cancelled to a minimum, particularly in respect of mandatory courses where only the sufficient number of courses are scheduled to meet the staff's needs. However internal course cancellations have increased from 17% in 2012/13 to 19% in 2013/14. This equates to almost one in five courses being cancelled.

Review of training activity 2013/14

- 4.6 Although the formal programmes are on hold whilst a new provider is sourced, leadership and management development training has continued to be a priority; "Planning for the Future" events and "Management Toolkit" sessions have been delivered throughout the year along with a continued focus on providing learning opportunities for managers and employees to manage attendance levels across the Council..
- 4.7 The continued focus on health and safety training as a priority is evident, ensuring safe operating procedures and compliance with legislation. A range of programmes have been rolled out including general Health and Safety Awareness, Manual Handling, COSHH and First Aid courses.
- 4.8 The main focus at the start of the year was to support staff with new management responsibilities by providing management toolkit sessions. However, take-up of these mandatory courses was disappointing.

Training for front line staff

- 4.9 Organisational Development (Northgate) continued to support and respond positively to training requests for front line employees in Waste and Cleansing, Housing Maintenance, Grounds Maintenance, and Sports Development.
- 4.10 The development of skills within our front line workers promotes continuous improvement, as well as demonstrating our commitment to the workforce and reaffirming their value to the Council.
- 4.11 Activity during 2013/2014 has included qualifications in First Aid; engagement in Health & Safety training programmes and a whole variety of tool box talks.
- 4.12 A flexible approach to training delivery is taken to ensure it is arranged to fit in with working patterns and service needs.

Modern Apprenticeships

- 4.13 The Council has continued to support the development and engagement of young people in local government careers. During 2013/14 the Council has continued to employ two young people into Modern Apprenticeship posts at the Housing DLO.

Work Experience

- 4.14 The Council continued to support local schools by providing 13 work experience placements for pupils from years 10 and 11, university students and the unemployed. Co-ordinated by Organisational Development (Northgate) this provides a valuable opportunity for young people to gain an insight into Local Government, and raises the profile of the Council within the community. These are generally for short periods of up to a week, although longer placements have also been provided when required.
- 4.15 In addition to this the Council also provided longer term placements for two long term unemployed through a partnership with the Jobcentre Plus, as part of the national "Get Britain Working" campaign.

Key Outcomes

Leadership and Management Development

- 4.16 As the contract with the previous provider of the leadership and development programme has drawn to a close, the Council and Northgate have worked together on a tendering process to appoint a provider to work with over the next three years. It is expected that will further enhance the skills and capabilities of the managers and therefore improve the productivity of the workforce.
- 4.17 Following on from the previous formal training programmes for all managers, their skills are being utilised and developed by greater involvement in service planning and strategic planning of the Council. This has included two "Planning for the Future" sessions that have been attended by all senior and unit managers.
- 4.18 Courses on Performance and Development Reviews, Capability, Recruitment and Selection and Managing the Disciplinary Process courses were rolled out as part of the "Manager Toolkit" set of training courses.
- 4.19 Courses on project management (PRINCE2) were also provided, as well as follow-up training for depot managers on MyView.

Health & Safety

- 4.20 As well as regular Health and Safety Awareness, Manual Handling and Accident Reporting and Investigation courses, a series of job specific toolbox talks were provided for Housing Maintenance staff throughout the year.

Vocation / professional training

- 4.21 Support has been provided for employees in a number of career graded posts and modern apprenticeship positions to progress towards vocational or professional qualifications. This provides opportunities to develop talent within the Council and is a positive approach towards succession planning.

5.0 Priorities for 2014/15

- 5.1 Council's Workforce Development Strategy aligns the development of people with the improvement of services. The Corporate Training Plan for 2014/15 reflects the priorities in the Workforce Development Strategy, in addition to other identified needs arising from the Corporate Plan, Service Plans and individual PDRs. The following priorities have been identified for inclusion within the Council's Corporate Training Plan for 2014/15.

Leadership and Management Development

- 5.2 Further "Planning for the Future" sessions will be held to continue to increase closer working for managers across different levels.
- 5.3 New leadership and management development programmes will begin for managers following on from the formal appointment of a new supplier.
- 5.4 Self-facilitated sessions for managers to develop the next Corporate Plan will run throughout 2014/15.

Health & Safety

- 5.5 Organisational Development (Northgate) will continue to deliver a rolling programme of Health and Safety training, which includes health and safety awareness, training for risk assessors, and manual handling techniques.

Employment Policy

- 5.6 Organisational Development (Northgate) will continue to provide training for employees in employment practices used by the Council. This will include continued training for managers in attendance management, recruitment and selection, performance development reviews and disciplinary processes.
- 5.7 A new course on Investigation Skills has been designed and will be delivered to managers that will be applicable in any number of situations, from disciplinary and harassment claims to customer complaints.

E-learning resources

- 5.8 There is a range of e-learning opportunities made available to employees, such as the Corporate e-induction, equalities and fairness and Safeguarding Children and Vulnerable Adults. Due to the lack of take-up on all of these courses across the Council, additional work will be completed on the promotion of e-learning.

IT Training

- 5.9 The rollout of further MyView modules will involve the creation of training / user guides and briefing sessions for all staff concerned.

Soft Skills

- 5.10 Customer Care will be delivered to all Housing and Environmental Service staff, as will a new Managing Conflict to Avoid Violence and Aggression course.
- 5.11 Through the partnership with Northgate, a number of soft skills courses on Handling Complaints, Time Management, Assertiveness, Conflict Handling and others will continue to be available to Council employees.

Mandatory Training

- 5.12 In recent years mandatory training has not been attended at the levels required. Organisational Development (Northgate) will continue to provide sufficient courses for all mandatory training, and continue to provide managers with data so that they can ensure their staff do not fall behind in their attendance.

6.0 Financial Implications

- 6.1 The corporate training budget, along with resources within Organisational Development (Northgate) will be allocated to support the priorities identified in the report.

7.0 Corporate Implications

- 7.1 The development of a learning culture within the Council is supported and promoted by Organisational Development (Northgate) who ensure that frameworks are developed and implemented to enable training, learning and development opportunities. However, employees remain ultimately responsible for their learning and development, and line managers maintain a key role in developing and managing talent in their service areas.
- 7.2 Set against a backdrop of economic, social, environmental and technical change, Local Government is continually under pressure to improve. Effective leadership is critical to such improvement. The continued focus on leadership and management development will support the development of effective leadership in the Council and reflects the key theme of 'Value for money' in the Corporate Plan.
- 7.3 The Council has a re-assessment later this year to maintain Investors in People (IiP) Status which is the nationally recognised benchmark for effective management, development and deployment of the workforce. The Council has held this status since 2002 and reflects on the continued importance given to the learning and training by the Council.

8.0 Community Implications

- 8.1 Having a suitably skilled and trained workforce enables the continued improvement of Council services. Workforce development is co-ordinated by Organisational Development (Northgate) based on information from a variety of sources that is then analysed and prioritised in accordance with corporate priorities.

9.0 **Conclusions**

9.1 This report has provided an overview of training, learning and development activity during 2013/14 and recommends the continual prioritisation of leadership and management development training, along with mandatory training due for renewal such as health and safety and management procedures.

10.0 **Background Papers**

10.1 Corporate Plan

10.2 Workforce Development Strategy

<http://cmis.south-derbys.gov.uk/CmisWebPublic/Meeting.aspx?meetingID=1563>