
REPORT TO:	FINANCE & MANAGEMENT COMMITTEE	AGENDA ITEM: 10
DATE OF MEETING:	24th JUNE 2010	CATEGORY: DELEGATED
REPORT FROM:	DIRECTOR OF CORPORATE SERVICES	OPEN
MEMBERS' CONTACT POINT:	LOYD BAKER, TRAINING & DEVELOPMENT OFFICER (ext 8770)	DOC:
SUBJECT:	Loyd.baker@south-derbys.gov.uk	REF:
WARD(S) AFFECTED:	ANNUAL TRAINING REPORT 2009/10 AND PRIORITIES FOR 2010/11	TERMS OF REFERENCE: FM05
	NONE	

1.0 **Recommendations**

- 1.1 To approve the priority areas for training and development during 2010/11, which are linked to the delivery of the key priorities of the Council's Corporate Plan 2009/14.
- 1.2 That Members note the range of training activities and actions provided during 2009/10.

2.0 **Purpose of Report**

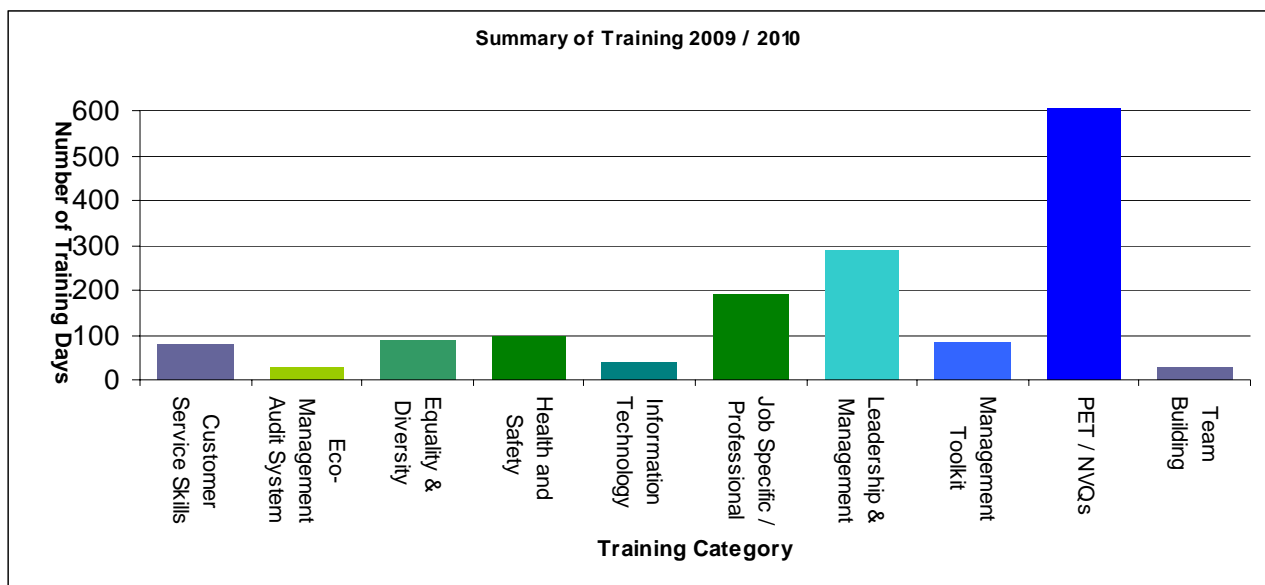
- 2.1 To propose the priority actions for corporate training activities during 2010/11 to support the achievement of the Council's Corporate Plan 2009/14. These are reflected in the Council's Workforce Development Strategy, which provides the framework for the effective management of the Council's workforce.
- 2.2 To provide an overview of corporate training, learning and development activities completed during 2009/10 and the outcomes.

3.0 **Executive Summary**

- 3.1 The report provides an overview of corporate training, learning and development activities completed during 2009/2010.
- 3.2 In line with previous years the assessment of the priorities during the year were identified from a number of different sources. This includes the Corporate Plan, Services Plans and individual Performance Development Reviews. Organisational Development is responsible for allocating resources from the corporate training budget to meet the needs identified.
- 3.3 A variety of learning interventions have been provided. During 2009/10 the focus has been on Leadership & Management Development, Health & Safety training, Equalities and supporting a number of employees with academic study relevant to their roles that also promote succession planning. The in-house "Management Toolkit" of training courses has been extended and the Council has continued to provide alternative forms of learning with the further development of e-learning resources.

- 3.4 All corporate learning interventions are assessed through the completion of individual evaluation forms. These are reviewed by the Training and Development Officer and any issues arising are considered when further learning activities are planned.
- 3.5 Following on from the continued success of the Leadership and Management Development programme, we have continued to run it across different management levels. This will enable capacity to be built within the Council and increase the potential for succession planning.
- 3.6 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. 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.
- 3.7 The Council has achieved the Investor in People Silver Status. This illustrates the Council is placed very highly amongst other Investor in People organisations. Although our next assessment is planned for October 2011 EMQC, the assessing organisation may require it sooner as they state assessments should occur following any major reorganisation, such as the Corporate Partnering Project.

4.0 **Detail - Review of 2009/2010**



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.

- 4.1 Organisational Development delivered and supported 108 different training, learning and development programmes and provided 917 days of training. A further 606 days of learning and development were completed by employees including study on post entry training programmes.
- 4.2 Based on current headcount of employees in the Council this equates to 4 training days per employee.
- 4.3 However, it is important to make sure any training is of sufficient quality, and through formal evaluation we compare training sessions and providers. Clearly it is important to assess the effectiveness of the learning provided. This is undertaken

centrally by the Training & Development Officer, at PDRs completed with all employees and individual discussion between managers and employees in line with our framework for assessing the effectiveness of learning activities.

- 4.4 Organisational Development continues to develop and provide in house training solutions wherever possible. However it is 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 therefore also utilised on occasions when specialist/technical expertise is required.

Review of training activity 2009/2010

- 4.5 As highlighted earlier, leadership and management development training has taken priority, with programmes for senior managers, middle managers and first line / aspiring managers all running.
- 4.6 The continued focus on health and safety training as a priority for 2009/2010 is evident, ensuring safe operating procedures and compliance with legislation. A range of programmes have been rolled out including Fire Warden and First Aid training to ensure sufficient numbers of appropriately trained and qualified representatives across Council sites. In addition general Health and Safety Awareness, Fire Risk Assessment, Risk Assessor, DSE Assessor and Manual Handling courses were also delivered.
- 4.7 In-house training programmes have also included Equality and Fairness training for Elected Members and new staff to the Council. It is a priority action in the Corporate Equality and Fairness Scheme to raise awareness of equality and diversity, in particular highlighting the Council's commitment to ensuring equal access to services, employment and training. This training continued throughout 2009/2010.
- 4.8 21 training sessions consisting of 225 places were run for Members during 2009/2010 including training on Health and Safety, Equality and Fairness, as well as Heads of Service once more also running briefings on the work of each service area. **These figures are not included in the graph or statistics above.**

Training for front line staff

- 4.9 Organisational Development continued to support and respond positively to training requests for front line employees in Waste and Cleansing, Ground Maintenance, Housing and Leisure & Community Development. This includes a bespoke Customer Care training course which was written for and delivered to all Housing Services staff by Organisational 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 2009/2010 has included qualifications in First Aid; engagement in Health & Safety training programmes and Grounds Maintenance employees undertaking both Working at Heights training and National Vocational Qualifications (NVQs) in Amenity Horticulture Level 2.
- 4.12 A flexible approach to training delivery is taken to ensure it is arranged to fit in with working patterns and service needs.

Skills Pledge

- 4.13 The Council has signed up to the Skills Pledge, a voluntary, public commitment to invest in the skills of its workforce.
- 4.14 It is a promise that the Council will work to realise the potential of all their employees by developing their basic skills and working towards relevant, valuable qualifications. This includes committing to train our workforce to at least NVQ Level 2 – the equivalent of five good GCSEs, grades A–C. Many of these qualifications are fully funded by the Government.
- 4.15 Furthermore, in line with national initiatives to address skills gaps in literacy and numeracy continue to be promoted under the Skills for Life campaign.

National Vocational Qualifications (NVQs)

- 4.16 National funding has been accessed to enable the provision of a range of NVQ programmes including Amenity Horticulture, ITQ, Business Administration and Customer Services to 19 employees. This funding enabled these courses to be run and for staff to achieve valuable qualifications at no direct cost to the Council. These opportunities continue to be promoted amongst all members of staff.

E-Learning

- 4.17 In addition to the wide range of e-learning training programmes already available to Members and employees via Learning Pool's Modern Councillor Programme and Skillbites respectively, and following on from the bespoke e-induction rolled out last year, a course on Credit and Debit Card Payment Processing has been created and completed by all relevant staff.

Modern Apprenticeships & succession planning

- 4.18 The Council has continued to support the development and engagement of young people in local government careers. During 2009/2010 the Council has continued to employ young people into its five Modern Apprenticeship posts. These are based in the Housing DLO, Grounds Maintenance and Environmental Health. One of our Modern Apprentices is a finalist in the East Midlands Apprenticeship Awards 2010.

In addition, it has been recognised that investment in career graded posts to enable employees to develop their skills and knowledge over a period of time, provides benefits in terms of personal development and succession planning. A number of posts have been established across service areas to enable the Council to 'grow our own talent'.

Work Experience

- 4.19 The Council continued to support local schools by providing 20 work experience placements for pupils from years 10 and 11. Co-ordinated by Organisational Development 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.

Key Outcomes

Investors in People

- 4.20 In 2008/2009 the Council gained re-accreditation against the Investor in People standard. Following on from this, in April 2009 the Council achieved a new version of the standard, that of "Silver Status". Bronze, Silver and Gold recognition rewards organisations for their achievements above the normal standard. This demonstrates that the Council is achieving high standards in the training, engagement and development of the workforce.

Leadership and Management Development

- 4.21 Following on from the successful cohort last year, 13 employees have completed the First Line Manager Programme in 2009/2010. A further 45 employees are currently on the various (middle and senior manager) programmes. This is a key priority in the Council's Corporate Plan 2009/2010.
- 4.22 Employees that have completed the First Line Manager programme continue to develop their skills through active engagement as an action learning set on corporate project on Employee Benefits. Prior to this they were also involved with reviewing and making proposals that led to the development and improvement of the Council's Performance Development and Review scheme.

Health & Safety

- 4.23 Qualified first aiders are employed across all front line services within the Council, and ongoing basic training has been provided for over 60 employees, ensuring employees are able to work in a safe environment.
- 4.24 Training for risk assessors in general risk assessment and display screen equipment for each section has been rolled out ensuring all staff can be risk assessed.
- 4.25 Health and Safety training for Elected Members has been provided, ensuring Members are aware of the Council's and their own responsibilities, and what the Council is doing to meet these.

E-learning

- 4.26 The Skillbites e-learning platform is in place to support Leadership & Management development programmes, with the ability to develop additional modules that are specific for staff or Elected Members. A selection of SDDC specific courses continue to be written and launched.

Vocation / professional training

- 4.27 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.

Evaluation

- 4.28 To ensure effective use of resources, it is important that we evaluate all Council activities, ensuring we are making the most of our limited resources. We will review current processes and amend as necessary, to enable us to measure the effectiveness of current training programmes, to enable us to make improvements where necessary which will in turn enhance services and ensure Organisational Development continues to provide value for money.

5.0 **Priorities for 2010/11**

- 5.1 The Council's Workforce Development Strategy aligns the development of people with the improvement of services. The Corporate Training Plan for 2010/2011 reflects the priorities in the Workforce Development Strategy, in addition to other identified needs arising from the Corporate Plan, Service Plans and individual Performance Development Reviews (PDRs). The following priorities have been identified for inclusion within the Council's Corporate Training Plan for 2010/2011.
- 5.2 The new partnership with Northgate will affect how these priorities are delivered, although it should not affect what these priorities are.

Leadership and Management Development

- 5.3 Leadership and management development programmes (L&MDP) will continue for senior, middle, first line and aspiring managers. The training, learning and development takes a blended approach, and includes generic modules, optional modules, workshops, internal and external short programmes, e-learning options, 360 appraisals and coaching support to address individual, service and succession planning needs.
- 5.4 A Competency Framework has been developed which will be embedded into organisational practices, which will encourage managers to exhibit these core competencies at every opportunity.
- 5.5 A structured coaching and mentoring scheme will be developed and launched, to ensure managers utilise skills gained in the L&MDPs, and assist them in developing their teams.

Equality and Fairness

- 5.6 Organisational Development will continue to deliver training on Equality and Fairness to all staff, as part of a three year rolling programme. This includes new Equality Impact Risk Assessment training for managers and staff to ensure fair policies, procedures and delivery of services.

Health & Safety

- 5.7 Organisational Development 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. New courses including Stress Awareness for Managers and will also be delivered, and updates and refreshers for Evac-chair, first aid and fire warden training will be delivered.

- 5.8 A specific health and safety module within the comprehensive e-learning Skillbites package has been tailored to the needs of the Council, and completion is compulsory for all new starters.
- 5.9 The Council's Health and Safety IT system, Assessnet will be further developed, in particular the module on Display Screen Equipment and a self assessment section which includes online training in how to correctly set up a computer workstation in line with ergonomic principles.

Employment Policy

- 5.10 Organisational Development will continue to provide training for employees in employment practices used by the Council. This will include continued training for managers in attendance absence, and performance development reviews. As well as new training on recruitment and selection

E-learning resources

- 5.11 It is important that a range of learning opportunities is made available to employees and Members. The existing employee e-learning resources on induction, equality and fairness, finance, human resources, management, personal skills development, and customer service will continue to be promoted and assessed and other bespoke modules will be written as required.

Skills Pledge

- 5.12 The Council will continue to work with local Trade Unions and TUC/UnionLearn, to encourage recruitment of Union Learner Reps, who will support employees to develop skills in all areas, but particularly in Skills for Life, which supports the Council's Skills Pledge.
- 5.13 The Council will roll out a Skills Audit that will highlight areas it should focus on, with particular emphasis on Skills for Life.

Elected Member Training

- 5.14 Whilst funding for providing training for Elected Members is provided from a different budget, the Training & Development Officer will continue to support the development of training and learning actions. This includes working towards accreditation of the East Midlands Regional Councillor Development Charter, which has been developed by Local Government East Midlands in conjunction with the Improvement and Development Agency.

6.0 Financial Implications

- 6.1 The corporate training budget, along with other resources within Organisational Development 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 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 departments.

- 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.

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 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 2009/2010 and recommends the continual prioritisation of leadership and management development training in 2010/2011.

10.0 **Background Papers**

- 10.1 Corporate Plan 2009 – 2014 http://harvey/corporate/organisationaldevelopment/policy/corporate_plan/corpplan0914
- 10.2 Workforce Development Strategy 2009 – 2014 <http://harvey/corporate/hr20/hr21>