
REPORT TO:	FINANCE & MANAGEMENT COMMITTEE	AGENDA ITEM: 11
DATE OF MEETING:	11th OCTOBER 2018	CATEGORY: DELEGATED OPEN
REPORT FROM:	CHIEF EXECUTIVE	
MEMBERS' CONTACT POINT:	LOYD BAKER, SERVICE LEAD HR & TRAINING (ext 8770) loyd.baker@south-derbys.gov.uk	DOC:
SUBJECT:	ANNUAL TRAINING REPORT 2017/18 AND PRIORITIES FOR 2018/19	REF:
WARD(S) AFFECTED:	NONE	TERMS OF REFERENCE: FM05

1.0 Recommendations

- 1.1 To approve the priority areas for training and development during 2018/19, 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 2017/18.

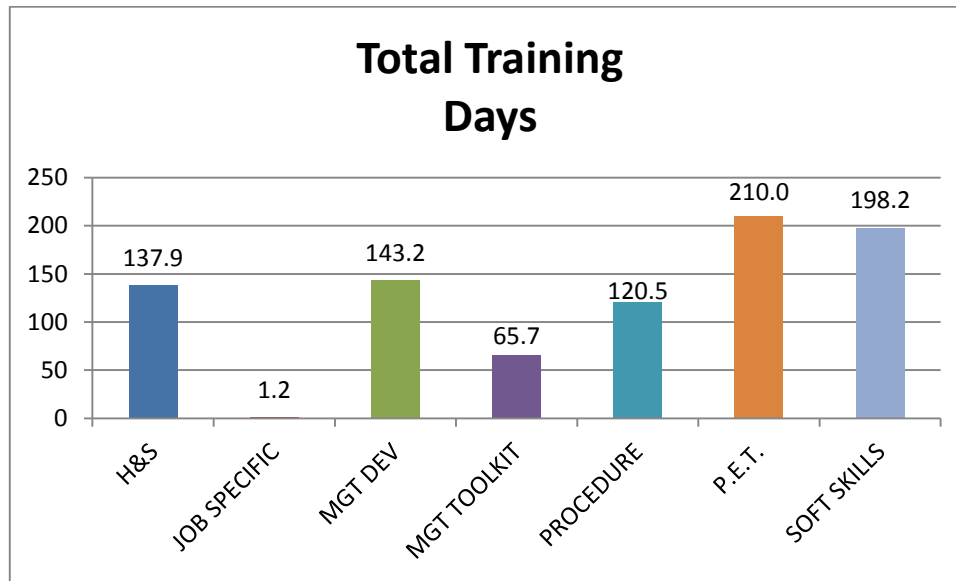
2.0 Purpose of Report

- 2.1 To propose the priority actions for corporate training activities during 2018/19 to support the achievement of the Council's Corporate Plan.
- 2.2 To provide an overview of corporate training, learning and development activities completed during 2017/18 and the outcomes.

3.0 Executive Summary

- 3.1 In line with previous years the assessment of the training priorities for the year 2016/17 were identified from a number of different sources. This includes the Corporate Plan, Service Plans and individual Performance Development Reviews (PDRs). The Organisational Development Team is responsible for resourcing 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 2017/18, the focus has been once more on providing mandatory training for staff along with the continuation of the leadership and management development programme delivered in partnership with Penna.
- 3.3 This is the first annual report to include the 53 employees who were TUPE transferred back to the Council from Northgate Public Services on 1st February 2017.

4.0 Detail - Review of 2017/18



* 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 delivered and supported 139 different training, learning and development programmes and provided almost 667 days of training, up from 548 days last year.
- 4.2 A further 210 days of learning and development were completed by employees through study on post-entry training programmes. This is a decrease from 302 days of post-entry training on the previous year.
- 4.3 Based on current headcount of employees in the Council (as at 31/03/2018) of 325 this equates to 2.69 training days per employee, in comparison to 1.99 days in 2016/17, 4.1 days in 2015/16, 2.8 days in 2014/15 and 2.05 in 2013/14.
- 4.4 “Technical / Job Specific” training is arranged by service and reported to Organisational Development to record in ResourceLink Aurora which is the Council’s Human Resources / Payroll IT system. This provides a corporate record of all training that has been completed and employees can view their own training records in the self service module, MyView.
- 4.5 Only data that had been received in time to include in this annual report can be included so the overall data may be understated for the year. It is important the Council captures all training data completed across all services as it provides information that can be used for workforce planning, identifying skill gaps or areas of expertise. Also staff in many of these services require continuous professional development (CPD) as a prerequisite for the professional institutes and to keep up with developments in their areas of expertise.
- 4.6 Organisational Development 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 will continue to be used on occasions when specialist / technical expertise is required.

- 4.7 Six scheduled training courses had to be cancelled due to insufficient bookings or late withdrawals. This is a real improvement on previous years. Internal course cancellations have been 7% in 2017/18, 26% in 2016/17, 22.8% in 2015/16 and 33.33% in 2014/15. It is important to keep the number of courses cancelled to a minimum, particularly in respect of mandatory courses and these have been continually promoted throughout the year to ensure they can be run.

Review of training activity 2017/18

- 4.8 Managers have continued to be supported through the provision of leadership and management development programmes that have been provided in partnership with Penna. This has included a number of different modules during the year as part of a three year programme along with a separate course aimed at new or potential managers.
- 4.9 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 a combined Health and Safety Awareness, Asbestos, Driver Awareness and a new Dementia Friends course.
- 4.10 The main focus at the start of the year was to ensure the Council met its obligations in respect of mandatory training for its workforce.

Training for front line staff

- 4.11 Organisational Development continued to support and respond positively to training requests for front-line employees in Waste and Transport, Street Scene, Housing DLO, Sports Development and Customer Services.
- 4.12 The development of skills for the Council's front-line workers promotes continuous improvement, as well as demonstrating the Council's commitment to the workforce and reaffirming their value to the Council.
- 4.13 A flexible approach to training delivery is taken to ensure it is arranged to fit in with working patterns and service needs.

Modern Apprenticeships

- 4.14 The Council has continued to support the development and engagement of young people in local government careers, and at the end of 2017/18 employed four apprentices.

Work Experience

- 4.15 The Council continued to support local schools by providing ten work experience placements for pupils from years ten and eleven, university students and the unemployed. 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

Leadership and Management Development

- 4.16 A three-year programme based on the Council's competency framework is now complete, equipping the Council's managers with the necessary skills for them to manage their teams in the current climate and beyond. A review of the success of the programme will be carried out and impact included in next year's report.
- 4.17 Mandatory manager courses on Attendance Management and Performance and Development Reviews were rolled out as part of the "Manager Toolkit" set of training courses.

Mandatory Training

- 4.18 The majority of staff have been trained in mandatory training courses on Data Security, Environmental Awareness, Equalities and Fairness, Health and Safety Awareness, Safeguarding and Stress Awareness. Additionally Dementia Friends briefings were also rolled out across the Council to improve staff understanding.

Health & Safety

- 4.19 In addition to the mandatory health and safety training; Driving and Reversing, Working at Height, Risk Assessment and First Aid courses were delivered this year.

Vocation / professional training

- 4.20 Support has been provided for employees in a number of career-graded posts and 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 2018/19

- 5.1 The Council's Workforce Development Strategy aligns the development of people with the improvement of services. The Corporate Training Plan reflects the priorities in the Strategy, in addition to other identified needs arising from the Corporate Plan, Service Plans and individual Personal Development Reviews (PDRs). The following priorities have been identified for inclusion within the Council's Corporate Training Plan for 2018/19.

Apprenticeships

- 5.2 Establish a formal approach to apprenticeships at the Council, to include a new policy / procedure to support the Council in its aims to obtain maximum benefit from the Apprenticeship Levy, and to meet national apprenticeship targets as defined by Government.

Leadership and Management Development

- 5.3 Following completion of three-year leadership and management development programme, work with partner Penna to review and analyse outcomes and future development needs.

Health & Safety

- 5.4 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 for designated staff.
- 5.5 Provide training in the “SoloProtect” badge system to enhance safety of staff working either alone or in potentially dangerous situations. Bespoke health and safety training will continue to ensure the needs of individual teams are met to ensure safe working practices for their particular occupation.

Safeguarding and Equalities

- 5.6 Roll out mandatory Safeguarding and Equalities sessions for staff. In addition to consider other training courses that look to promote equality across the workforce and address areas of under representation.

Data Protection

- 5.7 As part of the roll out of the new Data Protection Act 2018 requirements provide a number of sessions to ensure staff are aware of their responsibilities.

Customer Care

- 5.8 A bespoke Customer Care programme is being developed for front-line staff initially in the Service Delivery Directorate and then this will be rolled out across the Council.

Employment Policy

- 5.9 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 management, recruitment and selection, performance development reviews and disciplinary processes.

Corporate Induction

- 5.10 Review current induction process, including Manager Checklists, Corporate e-induction, and analyse take-up and relaunch a new induction process to improve compliance levels.

Mandatory Training

- 5.11 In recent years mandatory training has not been attended at the levels required. Organisational Development will schedule sufficient courses for all mandatory training and continue to provide managers with data so that they can identify and take action with their staff that have yet to complete their mandatory training.
- 5.12 Mandatory training consists of four courses and two briefings for all staff, plus a further two courses for managers. They are:

- Equalities and Fairness

- Health and Safety Awareness
- Safeguarding
- Stress Awareness
- Data Security
- Environmental Awareness
- Attendance Management
- How to conduct a PDR

6.0 **Financial Implications**

6.1 The corporate training budget, along with 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 services .

7.2 The Council should also ensure it protects itself by ensuring its mandatory training requirements are met.

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 A range of training interventions have been implemented during the year. It is noted that attendance on mandatory courses has improved and continued focus on this area will ensure that all employees are equipped with knowledge and information in relation to key Council Policies and priorities.

9.2 Time should be taken to reflect on the outcomes from the Leadership and Management Development programme that has now been completed. A range of evaluation techniques will be used with the course provider with feedback given to Senior Leadership Team to analyse the benefits that have accrued and to consider areas for further action.

9.3 The Council should see a rise in post-entry training that leads to vocational and professional qualifications for staff, as it begins to maximise the Apprentice Levy, which provides funding for the Council to pay for apprenticeships, for both new apprenticeship posts and also for existing staff to gain apprenticeships while they work in their current roles. To this end a corporate Apprenticeship Strategy will be researched and introduced.

10.0 **Background Papers**

10.1 Corporate Plan

