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<b>REPORT TO:</b>	<b>FINANCE &amp; MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 13</b>
<b>DATE OF MEETING:</b>	<b>12<sup>TH</sup> JUNE 2008</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>DIRECTOR OF CORPORATE SERVICES</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>KERRY GULLIVER (tel 595873)</b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>ANNUAL TRAINING REPORT 2007/08 AND PRIORITIES FOR 2008/09</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>NONE</b>	<b>TERMS OF REFERENCE: FM05</b>

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### 1.0 **Recommendations**

- 1.1 That Members note the range of training activities and actions provided during 2007/08.
- 1.2 To approve that in line with the Corporate Plan and other identified needs, the priority areas for training and development during 2008/09.

### 2.0 **Purpose of Report**

- 2.1 To provide an overview of corporate training, learning and development activities completed during 2007/2008 and the outcomes.
- 2.2 To propose the priority actions for the provision of corporate training activities during 2008/09.

### 3.0 **Executive Summary**

- 3.1 The report provides an overview of corporate training, learning and development activities completed during 2007/2008.
- 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. The Organisational Development Unit 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 the year 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. The opportunity has also been taken to provide alternative forms of learning with the introduction of e-learning resources.
- 3.4 All corporate learning interventions are assessed through the individual completion of 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 A key achievement during the year was the development and introduction of the Leadership and Management Development Programmes. Supported by a competency framework, programmes are available for current, aspiring and first line managers. 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 completed in Health & Safety training. This has occurred across the workforce and addressed a number of needs highlighted in the Council's Health & Safety action plan. This has ensured that employees have been 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 and been reassessed as an Investor in People (IiP) organisation. This national standard evidences that the Council has in place an effective framework to develop and train our workforce towards the achievement of our targets. Our next assessment will be undertaken in September 2008 and it is important that our approach is maintained and developed to retain our IiP status.

4.0 **Detail - Review of 2007/2008**

Summary of training activity

<b>Type of activity</b>	<b>Number of staff trained *</b>
Employment Policies/Procedures training	71
Health & Safety training	550*
In-house training (various)	234
IT training	37
Leadership & Management development	56
National Vocational Qualifications	12 (5 ongoing)
Post Entry training	13 (10 ongoing)
Vocational training	125

\* Note that each training activity will encompass a range of training courses and the number of staff trained takes account of some staff attending more than one training course.

- 4.1 The Organisational Development Unit delivered and supported 43 different training, learning and development programmes and provided 859 days of training. In addition 466.5 days of learning and development was completed by employees including support on post entry training programmes. The total number of training, learning and development days in 2007/2008 equalled 1325.5.
- 4.2 Based on current establishment this equates to 3.5 training days per employee, representing an increase on last year's figure of 2.2 training days. This figure of 3.5 days per employee is above the national benchmark figure for Local Authorities of 1.8 days per year (Source= Local Government Pay and Workforce Strategy Survey 2006).

- 4.3 Clearly it is important to assess the effectiveness of the learning provided. This is undertaken centrally by the Training & Development Officer, at PDR's 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 The Organisational Development Unit 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 2007/2008

- 4.5 As highlighted earlier, Leadership and Management Development training has taken priority. A competency framework has been developed and following a procurement exercise, an external partner will work with the Council to provide support for the three programmes being implemented. These cover Senior Managers, Middle Managers and first line/aspiring managers.
- 4.6 A focus on health and safety training as a priority for 2007/2008 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 and appropriately trained and qualified representatives across Council sites; general Health and Safety Awareness; Fire Risk Assessment; Manual Handling; Construction Design Management Regulations; and IOSH Managing Safely.
- 4.7 In-house training programmes have included Equality and Diversity Training for Members and new staff to the Council, to raise awareness of equality and diversity and the Council's commitment to ensuring equal access to services and in employment.
- 4.8 A range of Member training programmes were undertaken during 2007/2008 including: Induction; Planning; Finance; Equality and Diversity; Safeguarding Children; Anti-Social Behaviour and LDF training. Additionally an action plan to further develop Member training arrangements was agreed for implementation in 2008/2009 that includes briefings from Heads of Service, and personal development planning.

#### Front line staff training

- 4.9 The Organisational Development Unit continued to support and respond positively to training requests for front line employees in Waste and Cleansing, Ground Maintenance, Leisure etc. The development of skills within our front line workforce promotes continuous improvement, as well as demonstrating our commitment to the workforce and reaffirming their value to the Council.
- 4.10 Activity during 2007/2008 has included qualifications in First Aid; engagement in Health & Safety training programmes; and Grounds Maintenance employees undertaking NVQs in Amenity Horticulture.
- 4.11 A flexible approach to training delivery is taken ensuring training is arranged to fit in with working patterns and service needs.

## National Vocational Qualifications (NVQs) and Skills for Life

- 4.12 National funding has been accessed to enable the provision of a range of NVQ programmes including Amenity Horticulture, Customer Services and Team Leading. These opportunities continue to be promoted amongst employees. Furthermore, in line with national initiatives to address the skills gap, literacy, numeracy and ESOL (English for Speakers of Other Languages) continue to be promoted.

## E-Learning

- 4.13 A wide range of e-learning training programmes to support continued learning and development have been made available to Members and employees. These include materials specific to Members via the Learning Pool Modern Councillor programme; resources for employees through the Learning Pool; and leadership and management development resources through Skillbites. Skillbites is provided as part of our partnership with the external company supporting the Leadership and Management Development programmes.

## Modern Apprenticeships

- 4.14 The Council has continued to support the development and engagement of young people in local government careers. During 2007/2008 the Council employed 4 trainees on Modern Apprenticeship programmes (two in Housing, one in Grounds Maintenance and one in Environmental Health). Three of these individuals have now secured employment with the Council having successfully achieved their NVQs. We are now seeking to employ 3 further trainees on Modern Apprenticeship programmes.

## Work Experience

- 4.15 The Council continued to support local schools by providing work experience placements for pupils from years 10 and 11. This was co-ordinated by the Organisational Development Unit and provides a valuable opportunity for young people to gain an insight into Local Government, and raises the profile of the Council within the Community.

## **5.0 Priorities for 2008/2009**

- 5.1 The Council's People Strategy aligns the development of people with the improvement of services. The corporate training plan for 2008/2009 reflects the priorities in the People 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 2008/2009:

### Leadership and Management Development

- 5.2 During 2007/2008 the Organisational Development Unit have worked on the design and creation of leadership and management development programmes to improve leadership and management capacity within the Council.

- 5.3 A competency framework has been developed and agreed that reflects the leadership and management behaviours expected of all managers within the Council. An electronic 360-degree diagnostic tool has also been developed incorporating the competency framework to facilitate the identification of organisational and individual development needs.
- 5.4 Subsequently leadership and management development programmes have now been developed at senior, middle, first line and aspiring manager levels and roll out commenced in April 2008. The training, learning and development takes a blended approach, and includes generic modules, optional modules, workshops, internal and external short programmes, e-learning options and coaching support to address individual, service, and succession planning needs.

#### Equality and Fairness

- 5.5 Following the introduction of the Corporate Equality & Fairness Scheme a number of learning needs have been identified. This includes Equality Impact Risk Assessment training, training in equalities issues and tailored training to meet the specific needs of employees. These will be mainly provided internally and through the use of e-learning.

#### Health & Safety

- 5.6 A rolling programme of Health & Safety training will continue to be provided. Additional areas during the year will include training on Asbestos, new requirements in relation to the Corporate Manslaughter Act and lone working.

#### Employment Policy

- 5.7 The Organisational Development Unit will continue to provide training for employees in employment practices used by the Council. This will include developing an e-induction for new starters, training for managers in any changes to or new employment policies and continuing with standard programmes in areas like recruitment and selection, sickness absence and stress management.

#### E-learning resources

- 5.8 It is important that a range of learning opportunities are made available to employees and Members. The existing e-learning resources will continue to be promoted and assessed and other options to increase our resources will be explored.

#### Elected Member Training

- 5.9 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.

#### Investors in People

- 5.10 The Council is due to be assessed for re-accreditation against the Investors in People standard on 12<sup>th</sup> September 2008. The assessment will review our practices against a range of criteria linked to training and development.

- 5.11 The outcome of the Council's 2005 assessment identified the need to focus on a number of key areas: Leadership and Management development; employee communication and involvement; more timely training activity to meet identified needs and first aid training.
- 5.12 Action has been taken to address these areas for improvement, and progress is evident in the development of the leadership and management development programmes which reflects the key training and development priority for 2008/2009; employee involvement in the HSE Stress pilot project, Team briefings, and the Staff Survey planned for 2008; increased training activity consistently evident in 2006/2007 and 2007/2008; and provision of first aid training to ensure sufficiently qualified first aiders across Council sites.
- 5.13 Resources will have to be allocated to support the reaccreditation process that includes the cost of the assessment and the preparation of supporting information.

## 6.0 **Financial Implications**

- 6.1 The corporate training budget 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 the Organisational Development Unit who ensures that frameworks are developed and implemented to enable training, learning and development opportunities. However, employees remain 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. A focus in 2008/2009 (and subsequent years) on leadership and management development will support the development of effective leadership in the Council and reflects a key priority in the Corporate Plan.

## 8.0 **Community Implications**

- 8.1 Having a suitably skilled and trained workforce promotes the continued improvement of Council services. Workforce development is co-ordinated by the Organisational Development Unit 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 2007/2008 and recommends the prioritisation of leadership and management development training in 2008/2009.

## 10.0 **Background Papers**

- 10.1 As noted in the report references have been made to the Corporate Plan 2008/09, People Strategy 2008/09, Service Plans, training records and PDR's.