
REPORT TO:	FINANCE & MANAGEMENT COMMITTEE	AGENDA ITEM: 9
DATE OF MEETING:	15TH JUNE 2017	CATEGORY: DELEGATED OPEN
REPORT FROM:	DIRECTOR OF FINANCE & CORPORATE SERVICES	
MEMBERS' CONTACT POINT:	LOYD BAKER, SERVICE LEAD HR & TRAINING (ext 8770) loyd.baker@south-derbys.gov.uk	DOC:
SUBJECT:	ANNUAL TRAINING REPORT 2016/17 AND PRIORITIES FOR 2017/18	REF:
WARD(S) AFFECTED:	NONE	TERMS OF REFERENCE: FM05

1.0 Recommendations

- 1.1 To approve the priority areas for training and development during 2017/18, 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 2016/17.

2.0 Purpose of Report

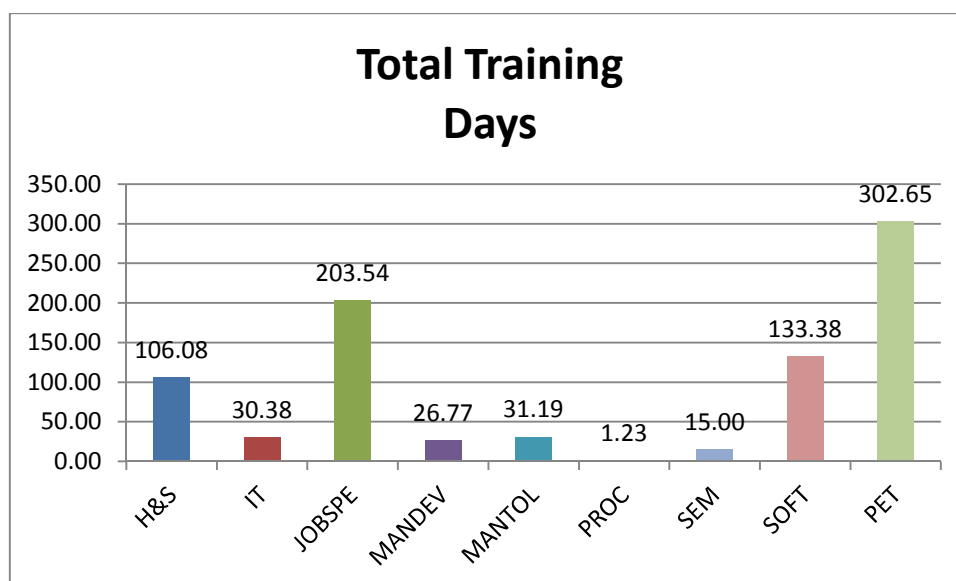
- 2.1 To propose the priority actions for corporate training activities during 2017/18 to support the achievement of the Council's Corporate Plan. These are reflected in the Council's Workforce Development Strategy, which provides the framework for the effective management and deployment of the Council's workforce.
- 2.2 To provide an overview of corporate training, learning and development activities completed during 2016/17 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. Organisational Development 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 2016/17, the focus has been on providing mandatory training for staff along with the continuation of the leadership and management development programme delivered in partnership with Penna.

- 3.3 On 1st February 2017, 53 employees were TUPE transferred back to the Council from Northgate Public Services. These staff have not been included in this annual report as they were only employed by the Council for the final two months of the year.

4.0 **Detail - Review of 2016/17**



* 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 143 different training, learning and development programmes and provided almost 548 days of training. This is down from 774 days last year. The reason for this drop is in part due to less job specific training reported (see 4.6), and a reduction in management development training to enable a mid-programme review to be completed.
- 4.2 A further 302.65 days of learning and development were completed by employees through study on post entry training programmes. This is a slight decrease in post entry training on the previous year.
- 4.3 Based on current headcount of employees in the Council (as at 31/03/2017) of 275 this equates to 1.99 training days per employee, in comparison to 4.1 days in 2015/16, 2.8 days in 2014/15, 2.05 in 2013/14 and 2.03 in 2012/13.
- 4.4 “Technical / Job Specific” training is arranged by Service Areas and reported to Organisational Development 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.
- 4.5 Not all responses had been received in time to include in this annual report so the overall data maybe understated for the year. It is important the Council captures all training data completed across all services areas as it provides information that can be used for workforce planning, identifying skill gaps or areas of expertise. Also staff in many of these areas require CPD (continuous professional development) 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 Twenty four scheduled training courses had to be cancelled due to insufficient bookings or late withdrawals. Over the last three years internal course cancellations have been 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 2016/17

- 4.8 Managers have continued to be supported through the provision of the leadership and management development programmes.
- 4.9 “Planning for the Future” events and “Management Toolkit” sessions have continued to be delivered throughout the year along with a continued focus on providing learning opportunities for managers and employees to manage attendance levels across the Council.
- 4.10 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, Asbestos, Working at Height and First Aid courses.
- 4.11 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. After an initial slow start, this has gained pace through the year and whilst there is more to be completed it is now on track to be completed by the end of July 2017.

Training for front line staff

- 4.12 Organisational Development continued to support and respond positively to training requests for front line employees in Waste and Transport, Street Scene, Housing Maintenance and Sports Development.
- 4.13 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.
- 4.14 A flexible approach to training delivery is taken to ensure it is arranged to fit in with working patterns and service needs.

Modern Apprenticeships

- 4.15 The Council has continued to support the development and engagement of young people in local government careers, and at the end of 2016/17 employed four modern apprentices.

Work Experience

- 4.16 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 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.

- 4.17 In addition to this, for the fourth year running the Council is in partnership with Jobcentre Plus, as part of the national “Get Britain Working” campaign, making long term placements available to long term unemployed.

Key Outcomes

Leadership and Management Development

- 4.18 A three year programme based on the Council’s competency framework is almost complete, equipping the Council’s managers with the necessary skills for them to manage their teams in the current climate and beyond.
- 4.19 The successful “Planning for the Future” sessions for senior and middle managers across the Council have continued, ensuring managers are informed of and given the chance to influence corporate strategy.
- 4.20 Mandatory manager courses on Attendance Management and Performance and Development Reviews were rolled out as part of the “Manager Toolkit” set of training courses.

Health & Safety

- 4.21 Regular Health and Safety Awareness, Risk Assessment and Manual Handling courses were delivered this year.

Vocation / professional training

- 4.22 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.

Investors in People

- 4.23 As part of the updated Investors in People accreditation, accredited organisations are required to have an eighteen month health check. The Council had a successful accreditation health check from its IIP assessor in 2016.

5.0 Priorities for 2017/18

- 5.1 The Council’s Workforce Development Strategy aligns the development of people with the improvement of services. The Corporate Training Plan for 2016-2021 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 2017/18.

Investors in People

- 5.2 The Council will consider whether to seek Investors in People reaccreditation in October 2017. Irrespective of whether or not it does, it will continue to support staff wherever possible and continue to illustrate the importance it gives to the learning and training at the Council.

Apprenticeship Levy

- 5.3 The Council will consider its options with regard to the new Apprenticeship Levy that came into being in April 2017.

Leadership and Management Development

- 5.4 "Planning for the Future" sessions will continue and enable closer working for managers across different levels.
- 5.5 A second programme for Aspiring managers is to commence in 2017 / 2018. This illustrates the Council's approach to identifying and promoting talent; developing its own people wherever possible.
- 5.6 Leadership and management development programmes for managers that were launched in early 2015 will complete in 2017.

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 for designated staff.
- 5.8 Accident Reporting and Investigation courses are proposed for all risk assessors to improve the risk assessment process in identifying all underlying and root causes of incidents.
- 5.9 The two existing mandatory training courses (Basic Health and Safety awareness and Manual Handling) will be reviewed, and it will be considered whether it is beneficial to combine or keep as stand alone sessions.
- 5.10 "Toolbox talks" will continue to fit into the working patterns of, and engage with, front line staff based at the Council depot, Oaklands Village in Swadlincote and Rosliston Forestry Centre. In the past 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.

Equalities

- 5.11 A number of Dementia briefings for front line staff will supplement the existing equalities training available.
- 5.12 In addition, the existing equalities and fairness course will be redesigned and relaunched.

Job Evaluation

- 5.13 As part of the Council's Pay and Grading Review, training is required for staff TUPE'd from Northgate who will take part in the job evaluation process, to ensure

staff are supported in both the completion of the questionnaires, and any subsequent appeals.

Employment Policy

- 5.14 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.

E-learning resources

- 5.15 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, a review will be completed to identify any causes for the low participation and to consider whether this training solution remains a viable option for the Council

Mandatory Training

- 5.16 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.
- 5.17 Mandatory training consists of four courses and two briefings for all staff, plus a further two courses for managers. They are:
- Stress Awareness
 - Equalities and Fairness
 - Manual Handling
 - Health and Safety Awareness
 - Data Security
 - Environmental Awareness
 - How to conduct a PDR
 - Attendance Management

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 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.
- 7.3 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 This report has provided an overview of training, learning and development activity during 2016/17 and recommends the continual prioritisation of leadership and management development training.
- 9.2 In addition, the Council will need to continue to address the failure of employees to attend mandatory training courses.

10.0 **Background Papers**

- 10.1 Corporate Plan