
REPORT TO:	FINANCE & MANAGEMENT COMMITTEE	AGENDA ITEM: 9
DATE OF MEETING:		CATEGORY: DELEGATED
REPORT FROM:	HEAD OF CORPORATE SERVICES	OPEN
MEMBERS' CONTACT POINT:	LOYD BAKER, TRAINING & DEVELOPMENT OFFICER (ext 8770) Loyd.baker@south-derbys.gov.uk	DOC:
SUBJECT:	ANNUAL TRAINING REPORT 2010/11 AND PRIORITIES FOR 2011/12	REF:
WARD(S) AFFECTED:	NONE	TERMS OF REFERENCE: FM05

1.0 **Recommendations**

- 1.1 To approve the priority areas for training and development during 2011/12, 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 2010/11.

2.0 **Purpose of Report**

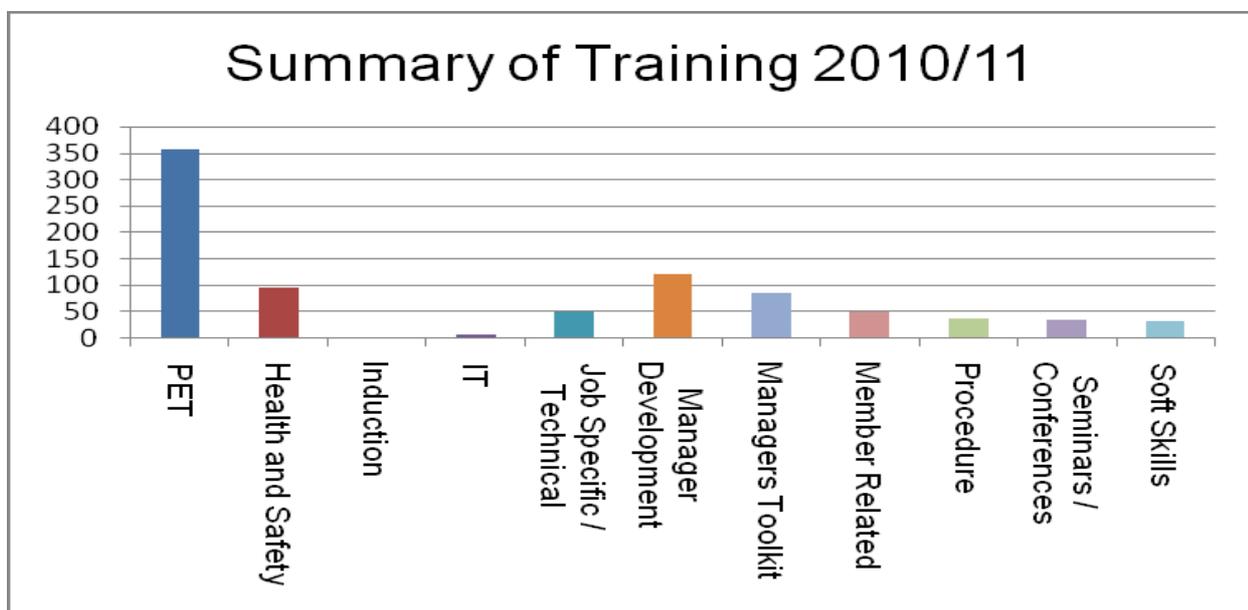
- 2.1 To propose the priority actions for corporate training activities during 2011/12 to support the achievement of the Council's Corporate Plan 2009/14. These are reflected in the Council's Workforce Development Strategy, which provides the framework for the effective management of the Council's workforce.
- 2.2 To provide an overview of corporate training, learning and development activities completed during 2010/11 and the outcomes.

3.0 **Executive Summary**

- 3.1 The report provides an overview of corporate training, learning and development activities completed during 2010/11.
- 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, Service 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 2010/11 the focus has been on Leadership & Management Development, Health & Safety training, supporting a number of employees through academic study relevant to their roles that also promote succession planning, and the introduction of MyView Self Service system. 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 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.

4.0 Detail - Review of 2010/11



* 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 159 different training, learning and development programmes and provided 512.75 days of training. A further 357 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 2.99 training days per employee.
- 4.3 This is more training events than last year, but resulting in a reduced average number of days where each employee received on average 4 days training.
- 4.4 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.

- 4.5 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 2010/11

- 4.6 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.
- 4.7 The continued focus on health and safety training as a priority for 2010/11 is evident, ensuring safe operating procedures and compliance with legislation. A range of programmes have been rolled out including general Health and Safety Awareness, Fire Risk Assessment, Risk Assessor, DSE Assessor and Manual Handling courses.
- 4.8 A number of training sessions for all employees, and specifically trained “super users” for the new MyView self service system were delivered in readiness for its launch in February 2011.
- 4.9 Training has also been started in preparation for the new Agresso Financial Management System to be launched on 1st April 2011.

Training for front line staff

- 4.10 Organisational Development continued to support and respond positively to training requests for front line employees in Waste and Cleansing, Grounds Maintenance, Housing and Leisure & Community Development. This includes continuing to deliver the bespoke Customer Care training course for all Housing Services staff.
- 4.11 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.
- 4.12 Activity during 2010/2011 has included qualifications in First Aid; engagement in Health & Safety training programmes and Street Cleansing employees undertaking Level 2 National Vocational Qualifications (NVQs). This is following on from the successful roll-out of a similar NVQ to Grounds Maintenance the previous year.
- 4.13 A flexible approach to training delivery is taken to ensure it is arranged to fit in with working patterns and service needs.

National Vocational Qualifications (NVQs)

- 4.14 As well as those for Street Cleansing already mentioned above, 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 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

- 4.15 E-learning courses continue to be developed. Following bespoke e-induction and the course on Credit and Debit Card Payment Processing, courses on EMAS and Safeguarding Children and Vulnerable Adults have been developed and rolled out.

Modern Apprenticeships

- 4.16 The Council has continued to support the development and engagement of young people in local government careers. During 2010/11 the Council has continued to employ young people into five Modern Apprenticeship posts. These are based in the Housing DLO, Grounds Maintenance and Environmental Health. One of our Modern Apprentices was also a finalist in the East Midlands Apprenticeship Awards 2010.

Work Experience

- 4.17 The Council continued to support local schools by providing 22 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.

Key Outcomes

Leadership and Management Development

- 4.18 Following on from the successful first cohort last year, 13 employees have completed the First Line Manager Programme in 2010/11. A further twelve are nearing completion in a third cohort, while 45 employees are currently on the various (middle and senior manager) programmes. This is a key priority in the Council's Corporate Plan 2010/11.
- 4.19 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.

Health & Safety

- 4.20 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.

E-learning

- 4.21 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 as noted earlier.

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.

Evaluation

- 4.23 To ensure effective use of resources, it is important that we evaluate all council training 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 2011/12

- 5.1 The Council's Workforce Development Strategy aligns the development of people with the improvement of services. The Corporate Training Plan for 2011/12 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 2011/12.

Leadership and Management Development

- 5.2 Leadership and management development programmes (L&MDP) will be completed 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.
- 5.3 The existing Competency Framework for managers will be reviewed and extended to all employees. It will then be embedded into organisational practices. This may require additional training.
- 5.4 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

- 5.5 Organisational Development will continue to deliver training on Equality and Fairness to all staff, as part of a three year rolling programme. To meet the needs of the Council, consideration will be made as to whether this can be done on-line to reduce the time employees are off their job, via e-learning.

Health & Safety

- 5.6 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 updates and refreshers for Evac-chair, first aid and fire warden training will be delivered.
- 5.7 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.
- 5.8 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. This will be linked to the new HR system ResourceLink.

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 and performance development reviews. New training on both Employment Law and the Council's Disciplinary Procedure are also planned for the coming year.

E-learning resources

- 5.10 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.

Soft Skills

- 5.11 Through the partnership with Northgate, a number of soft skills courses on Time Management, Assertiveness, Conflict Handling and others will be available to Council employees.

Elected Member Training

- 5.12 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.
- 5.13 This includes working towards accreditation of the East Midlands Regional Councillor Development Charter, which has been developed by East Midlands Councils in conjunction with the Improvement and Development Agency.
- 5.14 Dealing with the Media training will be developed and delivered internally for Elected Members.

6.0 **Financial Implications**

6.1 The corporate training budget, along with resources within Organisational Development and 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 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 2010/11 and recommends the continual prioritisation of leadership and management development training, along with support for new systems introduced through the Northgate partnership in 2011/12.

10.0 **Background Papers**

10.1 Corporate Plan 2009 – 2014

10.2 Workforce Development Strategy 2009 – 2014

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