
REPORT TO:	FINANCE & MANAGEMENT COMMITTEE	AGENDA ITEM: 10
DATE OF MEETING:	27th JULY 2006	CATEGORY: DELEGATED
REPORT FROM:	DIRECTOR OF CORPORATE SERVICES	OPEN
MEMBERS' CONTACT POINT:	KEN ROXBURGH EXT 5873	DOC:
SUBJECT:	CORPORATE TRAINING PLAN 2005/2006 & 2006/2007	REF: pers/reports/training
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: FM05

1.0 Recommendations

- 1.1 That Members receive the report and approve the planned learning and development actions for 2006/2007.
- 1.2 That Members approve the allocation of Corporate training resources in line with the recently approved People Strategy to address needs identified at a corporate, service and individual level.

2.0 Purpose of Report

- 2.1 To provide an overview of corporate training activities completed during 2005/06.
- 2.2 To recommend further learning and development activities for 2006/07 and the allocation of resources.

3.0 Detail

3.1 Review of 2005/2006

3.2 A summary of training days completed is as follows;

Type of learning activity	Numbers
Post Entry Training	4 completed (9 ongoing)
Vocational Training	2 completed (4 ongoing)
Employment Policy/Procedure Training	119 employees attended
In House Training (Skills)	182 employees attended
Health & Safety Training	68 employees attended

3.3 The Human Resources Team has delivered and supported 17 different learning programmes and provided 491 days of internal training. In addition 186 days of learning have been completed by employees who have been supported with further studies at colleges and universities. This takes our total figure for the year to 677 learning days.

- 3.4 Clearly this only takes into account learning days that have been reported to Human Resources. Based on our current establishment this equates to 1.85 days per employee (based on head count). This is a small increase on last year's figure of 1.8 days. This compares favourably with a national benchmark figure for local authorities of 1.6 days per year (source Employers Organisation People Skills Scorecard 2005).
- 3.5 The cost of using external training providers during the year was approximately £25,000 (approximately 20% of the overall budget). It is recognised that a variety of options to provide learning opportunities need to be provided. The Human Resources Team continue to develop training solutions wherever possible and advise on the suitability of external providers when required.
- 3.6 Other training and learning events have occurred during the year that have been arranged by individual services. Details of these are reflected in annual service plans compiled and the completion of PDR's.
- 3.7 Investors in People (IiP) re-assessment**
- 3.8 The support provide by the Human Resources Team contributes significantly to the Council's status as a recognised Investor in People organisation. This was again evidenced during the year when the independent re-accreditation of the Council's IiP status was confirmed. Officers from the Team provide valuable support to ensure that the re-accreditation ran successfully and particular mention is made of the work completed by the Assistant Personnel & Development Officer (part time).
- 3.9 An outcome from this re-accreditation will involve the production of a project plan to enable the Council to address any further development needs to meet the requirements of the new IiP standards (due for re-assessment in 2009). The Human Resources Team will lead this initiative and engage other Officers within the Council for its implementation.
- 3.10 The retention of the IiP standard reflects positively on the continued engagement and development of the workforce for the delivery of services. It is noted that the new IiP standard raises the bar in terms of the standards that have to achieved and the effective implementation of the action plan will ensure that the Council continues to met the requirements.

3.11 Manual Worker Training

- 3.12 The Human Resources Team has continued to support and respond positively to training requests for employees in Waste & Cleansing, Grounds Maintenance and Leisure & Facilities. The development of skills within our workforce delivering front line services will promote continuous development and improvement. It also provides a visible commitment to the workforce of their value to the Council
- 3.13 A variety of programmes have been delivered on manual handling, equality & diversity and code of conduct as well as attending team briefings to inform on policies. Such sessions have to be arranged at a variety of times to best suit the needs of the service. This flexible approach to the delivery of training needs is a key element of the service provided by the Team.
- 3.14 In particular the Grounds Maintenance section has embarked upon an extensive learning and development programme to promote multi skilling amongst their staff. The Human Resources Team is providing professional support and advise for this programme.

3.15 Members Training

- 3.16 Throughout the year Elected Members have attended the modern members programme run by East Midlands Regional Local Government Association.
- 3.17 Two Elected Members have taken on the role of training needs analysts for their respective parties and will produce training plans for their colleagues. This will be assessed and a suitable programme of events will be organised to reflect the priority needs identified.
- 3.18 The Human Resources Team continues to support the work towards the achievement of the Elected Member Development Charter. It is envisaged that this will be completed during 2007.
- 3.19 During the year the following programmes were held;

Planning Update	23 members attended
Performance Management	12 members attended
IT Training	Various

3.20 Work Experience

- 3.21 The Council continues to support local schools by providing work experience placements for pupils from years 10 and 11. This is co-ordinated by the Human Resources Team.
- 3.22 Also Officers for the Human Resources Team have continued to support the local William Allitt School by providing "mock interviews" for years 10 and 11 pupils. They were encouraged to apply for a fictitious job and given advice on how to fill in application forms. The pupils were then invited to the Civic Offices for an interview that was followed up with individual feedback at the school with a short session on how to complete CV's. There were three sessions involving 22 pupils.
- 3.23 These actions provide valuable opportunities for young people within the Community. It gives them an insight into the work environment and the steps they may have to successfully complete to secure employment. It also raises the profile of the Council within the Community.

3.24 PDR's (Performance Development Reviews) and Training Plans

- 3.25 The PDR process is embedded as a fundamental part of the Council's Performance Management framework. Co-ordinated by the Human Resources Team the opportunity will be taken to review the scheme and offer more support and guidance for Managers.
- 3.26 Information from completed PDR's are used to identify individual learning needs. The Human Resources Team is also able to identify a number of learning opportunities through either individual feedback from Managers or experience of training needs that have been requested previously. The allocation of resources is structured with a scoring system in place and a review of any needs identified at any level that should link to the delivery of service and corporate objectives.

3.27 Support for other external partners

3.28 The Human Resources Team has also provided professional advice and support for a number of external partners concerning employment matters. This has included the CVS and a local parish council.

4.0 TRAINING PLAN 2006/07

4.1 Following the adoption of a People Strategy a number of training priorities have been identified under the theme – ‘How we develop people’. This key document for the Council aligns the development of people with the improvement of services. The training actions for 2006/07 will reflect the priorities in the People Strategy with further consideration made of other needs that are identified. In particular this relates to any learning needs arising from the new Corporate Plan, Service Plans and completed PDR’s.

4.2 The following areas have been identified for inclusion within the Council’s Corporate Training plan for 2006/2007.

4.3 Management Development Programme

4.4 A trial programme has been started in Housing. This has been developed and run by external providers. An evaluation of the programme to date is being carried out and will support the development of a corporate approach.

4.5 A competency framework has been developed internally and will be used as a basis to conduct 360 degree appraisals. An analysis of this will enable a programme to be developed in terms of best practice in management development and best fit for the Council.

4.6 The programme will be made available to all managers within the Council. It will also provide an opportunity to consider the possibility of training potential managers within the Council to enhance opportunities for succession planning.

4.7 Whilst the final development of the scheme will be dependant on the needs identified it is expected that the following learning activities will be included.

- **Project Management (PRINCE 2)** - Awareness sessions were run on the methodology of PRINCE 2 with 23 employees attending. A number of “champions” have been identified who will undertake advanced training in PRINCE2 (Practitioner award)
- **Performance Management** - An internal programme has been developed and been attended by 34 employees. This will be a key element of the programme and reflect a corporate priority.
- **Stress Management** – Following an initiative taken by the Human Resources Team, the Council has been able to be part of national programme looking at the management of stress in the workplace. This is a joint venture with the Health & Safety Executive and ACAS. Considerable work has been completed already including an authority wide questionnaire that has helped to shape the Council’s approach to this matter.

An early outcome has been the development and delivery of a training course that looks at the effective management of stress in the workplace. This will be rolled out across the Council. In addition, a review is being completed of the existing stress management policy to incorporate the management standards.

- **Capacity Building** – Linked closely with performance management, work has commenced with senior managers to enable them to look at how their services are delivered and opportunities to maximise any efficiencies within their operations. This has included a meeting with an external private sector organisation to share their experience and the arrangement of a training course. This work will be continued and monitored through the Corporate Improvement Group.
- **Leadership** – This is an area that will need to be carefully considered. It will be important to identify the appropriate learning objectives and to develop valid indicators to measure the impact of any investment in learning. Currently work is being undertaken with the Corporate Management Team with support from the IDeA.

4.8 The Human Resources Team will explore the potential to work in partnership with other local authorities to maximise any opportunities to share resources and costs. It will also develop the learning potential available by providing the opportunity to network with colleagues and share information.

4.9 Post Entry Training

4.10 Support for post entry training applications where a sound business argument can be put forward continues to be made in accordance with the Council's scheme.

4.11 9 employees will be continuing their studies during 2006/07.

4.12 Modern Apprentices (MAs)

4.13 Two trainees from the district have been employed within Housing Services as Modern Apprentices (one plumber and one joiner). They have settled in very well and reports have evidenced their good progress in their apprenticeship.

4.14 We are now advertising for a modern apprentice in grounds maintenance to study amenity horticulture.

4.15 We now have eight (8) employees who could be considered trainees. This is only 2.0% of our workforce. Whilst this represent an improvement on the previous year this needs to be developed to allow us to grow our own talent and increase our capacity within service areas.

4.16 There is at present, considerable funding available to cover training costs for people under 25 years of age. There are Modern Apprenticeships available in over 70 disciplines and a modern apprentice costs approximately 60% of someone on Scale 2 over a three year period. This regime has to be clarified with the impending legislation on Age discrimination.

4.17 Employment Policy Training

4.18 The Human Resources Team will continue to offer employment policy and procedure training throughout 2006/2007 with particular emphasis on new

legislation. It is envisaged that some of the courses will form part of a mandatory programme for any new manager. A selection of the courses that are available include;

Course	Targeted at:
Recruitment & Selection	All managers and members involved in recruitment
Discipline & Grievance	Short programme to update all managers on new legislation / policy
Performance Development Reviews	Programme for all managers on the process and the link to service plans
Absence Management	All managers to re-enforce the requirements of the Policy and any changes.
Code of Conduct	All employees
Stress Management	Mandatory programme for all managers leading to the adoption of an agreed procedure in line with latest HSE guidance.
Equality and Diversity	Rolling standard programme for all employees covering the various equality issues.

4.19 IT Training

4.20 Basic IT training will continue to be provided throughout the year, although more advanced learning may need to be delivered externally. The Team is able to provide an excellent range of self study workbooks in all the propriety packages in Microsoft Office. This type of training can be delivered electronically and a number of options are available for employees. This includes the European Computer Driving Licence (ECDL).

4.21 E- Learning

4.22 The Human Resources Team continues to expand our range of e-learning material. The majority of our CD ROM based packages have been tailored to meet the needs and/or practices of the Council. This helps to ensure that the programmes are pertinent to us and also reduces what can be a significant cost down to a “time only”.

4.23 This is an area that will continue to be promoted within the Council. Dedicated resources will be made available at locations within the Council to enable employees to access the material available at a time that is best for them. This includes the development of specific work competencies along with materials that employee may wish to use for their own personal reasons – such as a different language.

4.24 National Vocational Qualification's

4.25 Work will continue to promote NVQs to our employees. The competency-based approach of NVQs offers the most cost effective route for personal development as well as increased productivity. It also enables employees to receive accreditation for skills and knowledge that are not available from the traditional academic route.

4.26 The Human Resources Team has sourced funding which will allow us to offer NVQ in Customer Service at Level 2 free of charge, subject to certain conditions being met.

4.27 Health & Safety

4.28 Health & Safety Training has been included in the PDR process for front line workers and other employees. A wide programme of Health and Safety courses are include in the portfolio of programmes that the Human Resources Team are able to offer. The Team will supply all identified training except that which is specialist in nature. These will be externally sourced. The same applies to any specific training related to particular substances or environments e.g. asbestos.

4.29 General Skills Courses

4.30 From the Corporate Training programme the Human Resources Team will continue to offer a general range of events covering time management, assertiveness, presentation skills, performance management, etc.

4.31 The Team also attends local team meetings to offer short awareness sessions covering employment issues and the development of new policies or procedures.

5.0 Financial Implications

5.1 There was an underspend on the Corporate Training Budget for 2005/06. This is largely attributed to an allocation that has been ringfenced for the management development programme. The amount was approximately £30K and Members have agreed that this is rolled forward to support learning and development activities for 2006/07. The total expenditure on training was approximately £114k. This equates to around £300 per employee. This figure reflects favourably on the national benchmark figure of £230 per employee (source Employers Organisation People Skills Scorecard 2005).

5.2 Following the submissions made in the PDR process and a review of the needs identified within this report it is proposed that the budget for 2006/7 be allocated as follows:

ITEM	BUDGET
Corporate Training	£34,000
Employment Policy Training *	Nil
General Skills Training*	Nil
IT Training*	Nil
Service Plan Priorities	£42,000
Post Entry Training	£18,000
Management Training	£25,000
TOTAL	£119,000

5.3 *Any costs other than staff time from providing this training will be met from the Corporate Training Budget.

6.0 Corporate Implications

6.1 The development of a learning culture within the Council will be supported and promoted by the Human Resources Team. However, all employees have to take responsibility for ensuring that they are committed to the development of their own skills and continue to see it as a fundamental requirement of their employment at the Council.

6.2 The current Pay and Grading Review is taking up considerable resources within the Human Resources Team. In addition, the imminent departure of the Training & Development Officer will cause operational difficulties for development and delivery of any learning interventions training over the medium term. This will continue to be monitored with remedial measures being implemented should they be considered appropriate.

7.0 Community Implications

7.1 Having a suitably trained and experienced workforce promotes the continued improvement of services for the Council. The Human Resources Team co-ordinates this training provision based on information from a variety of sources that is then analysed and prioritised in accordance with the Councils priorities.

8.0 Background Papers

8.1 People Strategy

8.2 Service Plans, Corporate Plans and completed PDRS/training plans

8.3 Records of training held within Human Resources