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<b>REPORT TO:</b>	<b>FINANCE &amp; MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 7</b>
<b>DATE OF MEETING:</b>	<b>21<sup>ST</sup> JUNE 2012</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>HEAD OF CORPORATE SERVICES</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>LOYD BAKER, TRAINING &amp; DEVELOPMENT OFFICER (ext 8770) Loyd.baker@south-derbys.gov.uk</b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>ANNUAL TRAINING REPORT 2011/12 AND PRIORITIES FOR 2012/13</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>NONE</b>	<b>TERMS OF REFERENCE: FM05</b>

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### **Recommendations**

- 1.0 To approve the priority areas for training and development during 2012/13, which are linked to the delivery of the key priorities of the Council's Corporate Plan 2009/14.
- 1.1 That Members note the range of training activities and actions provided during 2011/12.

### **Purpose of Report**

- 2.0 To propose the priority actions for corporate training activities during 2012/13 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.
- 2.1 To provide an overview of corporate training, learning and development activities completed during 2011/12 and the outcomes.

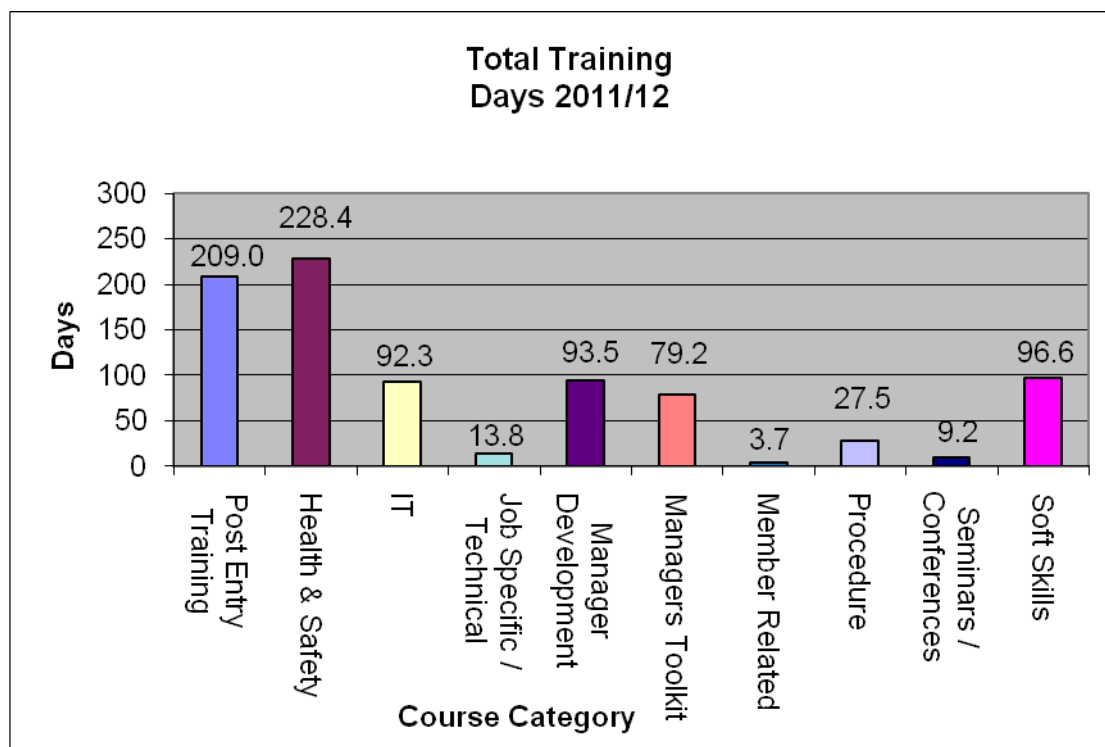
### **Executive Summary**

- 3.0 The report provides an overview of corporate training, learning and development activities completed during 2011/12.
- 3.1 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 (Northgate) is responsible for allocating resources from the corporate training budget to meet the needs identified.
- 3.2 A variety of learning interventions have been provided. During 2011/12 the focus has been on the effective introduction of key IT systems such as Agresso 5.5 and MyView, Health & Safety training, and supporting a number of employees through academic study relevant to their roles that also promote succession planning. Once again there was focus on management development through two facilitated "Planning for the Future" days and training on the in-house "Management Toolkit" of training courses has continued. The Council has continued to provide alternative forms of learning with the further development of e-learning resources.

3.3 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.

3.4 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. As well as conventional courses, this has also included a number of “toolbox talks” to fit into the working patterns of, and engage with front line staff based at the Council depot. 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 2011/12**



\* 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 (Northgate) delivered and supported 148 different training, learning and development programmes and provided 644.24 days of training. A further 209 days of learning and development were completed by employees including study on post entry training programmes. This is considerably less post entry training than in previous years, understandably so as this is the most expensive form of training.

4.2 Based on current headcount of employees in the Council this equates to 3.01 training days per employee, a marginal increase from 2.99 last year.

4.3 The amount of “Technical / Job Specific” training seems to be very low. This type of training is arranged by Service Areas and reported to Organisational Development (Northgate) to record in ResourceLink, and which will then be visible to employees in

MyView. Service Areas should be to report this information to Organisational Development.

- 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 (Northgate) 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 are used on occasions when specialist / technical expertise is required.

#### Review of training activity 2011/12

- 4.6 Leadership and management development training has continued to be a priority; "Planning for the Future" events and "Management Toolkit" sessions have been delivered throughout the year. A third First Line and Aspiring Leadership and Management Development Programme was also run.
- 4.7 The continued focus on health and safety training as a priority for 2011/12 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, Auto Defibrillator and Paediatric First Aid courses.
- 4.8 A number of training sessions for employees to use the MyView self-service system were delivered throughout the year. Following on from its launch in February 2011 training was provided on a further five modules which were launched in 2011/12.
- 4.9 At the start of the year the focus was on training all users of the new Finance system, Agresso 5.5 system, then throughout the year training was delivered for all staff on MyView modules Sickness, Annual Leave, Learning and Development and Car Mileage Expenses.

#### Training for front line staff

- 4.10 Organisational Development (Northgate) continued to support and respond positively to training requests for front line employees in Waste and Cleansing, Housing Maintenance, Grounds Maintenance, and Sports 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 2011/2012 has included qualifications in First Aid; engagement in Health & Safety training programmes and a whole variety of toll box talks on matters such as ladder safety.
- 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 staff completing Level 2 National Vocational Qualifications (NVQs) begun the previous year, national funding has been accessed to enable the provision of a range of NVQ programmes including Amenity Horticulture and Business Administration 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.

### Modern Apprenticeships

- 4.16 The Council has continued to support the development and engagement of young people in local government careers. During 2011/12 the Council has continued to employ young people into Modern Apprenticeship posts. These are based in the Housing DLO and Grounds Maintenance. Due to restructures one apprenticeship post in Licensing and Environmental Services was not continued. However, the postholder had successfully completed their qualification and successfully applied for a post elsewhere within the Council.

### Work Experience

- 4.17 The Council continued to support local schools by providing 15 work experience placements for pupils from years 10 and 11, university students and the unemployed. Co-ordinated by Organisational Development (Northgate) 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.

### Elected Member Training

- 4.18 In addition to regular sessions on Member Induction, Planning, Licensing, Mobile Telephone Mast and Health and Safety Awareness among others, internal media skills and experience were utilised as the Training and Development Officer worked with the Media Specialist to create and deliver sessions on dealing with the media for all elected members. Note that any training accessed by Members does not feature in the statistics above; the Member related category is where employees attended Member Related training.

### MyView Training Module

- 4.19 Through the partnership with Northgate, the Council now has a self service module that can be used across the Council. This enables employees to electronically request spaces on training courses and for Managers to review training records, identify any gaps and better plan future training activities. Managers have access to up to date information within seconds. This assists with the Council's "paper-lite" strategy and due to easy access enables employees and managers to ensure it is always up to date.

## **Key Outcomes**

### Leadership and Management Development

- 4.20 Twelve more employees have completed the First Line Manager Programme in 2011/12 making a total of 37 first line or aspiring managers have now completed the programme. This First Line Manager Programme is accredited with the Institute of Leadership and Management.
- 4.21 Following on from formal training programmes for all managers, their skills are being utilised and developed by greater involvement in service planning and strategic planning of the Council. This has included two “Planning for the Future” sessions that have been attended by all senior and unit managers. It has also enabled a different approach for the development of the Council’s Corporate Plan Action Plan for 2012/13 whereby Senior Managers led sessions on reviewing, assessing and setting targets under each of the four themes.
- 4.22 Employment Law, Recruitment and Selection and Managing the Disciplinary Process courses were rolled out as part of the ever-expanding “Manager Toolkit” set of training courses.

### Health & Safety

- 4.23 An ISOH Managing Safely course was run for nine managers ensuring competence in key health and safety management skills.
- 4.24 As well as regular Health and Safety Awareness, Manual Handling and Accident Reporting and Investigation courses, a series of eight job specific toolbox talks were provided for Housing Maintenance staff.

### 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 (Northgate) continues to provide value for money.

## **Priorities for 2012/13**

- 5.0 The Council’s Workforce Development Strategy aligns the development of people with the improvement of services. The Corporate Training Plan for 2012/13 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 2012/13.

## Leadership and Management Development

- 5.1 Continuing on from the Leadership and management development programmes (L&MDP) completed for senior, middle, first line and aspiring managers, further "Planning for the Future" sessions will be held.
- 5.2 To assist in the growth of talent within the Council, another First Line and Aspiring Line Managers programme will be run.
- 5.3 The Leadership and Management Development Steering Group, led by the Director of Operations, will review the continued provision of leadership and management training across the Council. This will include considering specific training that may be required, 360 appraisals, coaching, managing change and different learning opportunities.
- 5.4 The existing Competency Framework for managers will be reviewed and extended to all employees. It will then be embedded into organisational practices. This will require all managers and staff to be trained during May and June 2011.
- 5.5 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

- 5.6 Organisational Development (Northgate) 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 and reduce the time employees are off their job, a new equalities e-learning course will be developed and launched.

## Health & Safety

- 5.7 Organisational Development (Northgate) 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.
- 5.8 Sessions to engage with all front line workers will continue, with courses for Careline and the Cleaners within Housing.

## Employment Policy

- 5.9 Organisational Development (Northgate) 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

- 5.10 It is important that a range of learning opportunities is made available to employees and Members. The existing employee e-learning resources will continue to be promoted and assessed and other bespoke modules will be written as required. A new equalities e-learning module is also planned.

- 5.11 Following on from a number of restructures, the Council's e-induction will be reviewed and updated to reflect the changes within the organisation.

### Soft Skills

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

### Elected Member Training

- 5.13 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.
- 5.14 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.

### Financial Implications

- 6.0 The corporate training budget, along with resources within Organisational Development (Northgate) will be allocated to support the priorities identified in the report.

### Corporate Implications

- 7.0 The development of a learning culture within the Council is supported and promoted by Organisational Development (Northgate) 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.
- 7.1 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.

### Community Implications

- 8.0 Having a suitably skilled and trained workforce enables the continued improvement of Council services. Workforce development is co-ordinated by Organisational Development (Northgate) based on information from a variety of sources that is then analysed and prioritised in accordance with corporate priorities.

### Conclusions

- 9.0 This report has provided an overview of training, learning and development activity during 2011/12 and recommends the continual prioritisation of leadership and management development training, along with support for new systems introduced through the Northgate partnership in 2012/13.

## **Background Papers**

10.0 Corporate Plan 2009 – 2014

10.1 Workforce Development Strategy 2009 – 2014

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