

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 12
DATE OF MEETING:	16th JUNE 2016	CATEGORY: DELEGATED
REPORT FROM:	DIRECTOR OF FINANCE & CORPORATE SERVICES	OPEN
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SUBJECT:	TRAINING AND DEVELOPMENT ANNUAL REPORT 2015/16	
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE: FM 17

1.0 Recommendations

- 1.1 That the training activity across the Council in 2105/16 is noted.
- 1.2 That the training and development priorities for 2016/17 be approved..

2.0 Purpose of Report

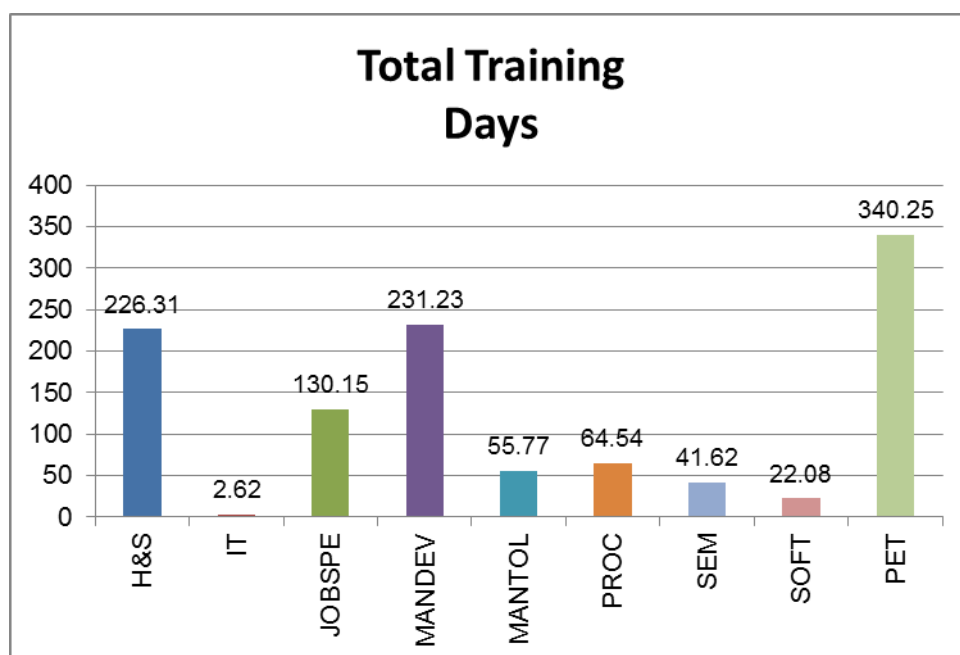
- 2.1 To propose the priority actions for corporate training activities during 2016/17 to support the achievement of the Council's Corporate Plan. These are reflected in the Council's Workforce Development Strategy, which provides the framework for the effective management and deployment of the Council's workforce.
- 2.2 To provide an overview of corporate training, learning and development activities completed during 2015/16 and the outcomes.

3.0 Executive Summary

- 3.1 In line with previous years the assessment of the training priorities for the year 2015/16 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 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 2015/16, the focus has been on providing sufficient mandatory training for staff, this has included training on Council procedures for managers, together with Health and Safety training for all staff.
- 3.3 Once again there was focus on management development with the continuation of the leadership programme, delivered by Penna.

- 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.

4.0 **Detail - Review of 2015/16**



* 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 169 different training, learning and development programmes and provided almost 775 days of training.
- 4.2 A further 340.25 days of learning and development were completed by employees through study on post entry training programmes. This is an increase in post entry training on the previous three years.
- 4.3 Based on current headcount of employees in the Council (as at 31/03/2016) of 270 this equates to 4.1 training days per employee, in comparison to 2.8 days in both 2014/15, 2.05 in 2013/14 and 2.03 in 2012/13. According to the Local Government Workforce Survey 2013/14, the average number of training days in England is 1.2 (38 respondents).
- 4.4 This training is in reality shared among a small percentage of the workforce on programmes – managers, and those studying Post Entry Training.
- 4.5 “Technical / Job Specific” training is arranged by Service Areas and reported to Organisational Development (Northgate) 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. However, take-up continues to be low.

- 4.6 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.
- 4.7 It should be noted that scheduled training courses are cancelled due to no or insufficient bookings or late withdrawals by employees. This has been identified as an area for improvement following an Internal Audit review. Consequently, this is currently being reviewed by the Corporate Management Team, including how courses are delivered, to ensure that staff are undertaking the Council's appointed mandatory training covering health and safety, equalities and absence management in particular.
- 4.8 Internal course cancellations have increased from 17% in 2012/13 to 19% in 2013/14, to 33.33% in 2014/15. There was a drop to a 22.8% cancellation rate in 2015/16 but this is still almost one in four.

Review of training activity 2015/16

- 4.9 Following the appointment of Penna to deliver leadership and management programmes, managers and senior managers have continued to be supported in their development on programmes.
- 4.10 "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.
- 4.11 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 and First Aid courses.
- 4.12 As part of the Council's Pay and Grading Review, a number of managers and trade union representatives were trained on Job Evaluation to ensure employees were supported in both the completion of the questionnaires and any subsequent appeals.

Training for front line staff

- 4.13 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.
- 4.14 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.
- 4.15 Activity during 2015/2016 has included qualifications in First Aid; engagement in Health & Safety training programmes and a whole variety of tool box talks and shorter briefings where applicable.

- 4.16 A flexible approach to training delivery is taken to ensure it is arranged to fit in with working patterns and service needs.

Modern Apprenticeships

- 4.17 The Council has continued to support the development and engagement of young people in local government careers, and at the end of 2015/16 employed three modern apprentices.
- 4.18 The average number of apprentices employed at shire districts according to the Local Government Workforce Survey 2013/14 was 5.

Work Experience

- 4.19 The Council continued to support local schools by providing 20 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.
- 4.20 In addition to this, for the third year running the Council is in partnership with Jobcentre Plus, as part of the national “Get Britain Working” campaign, making longer term placements available to long term unemployed.
- 4.21 The average number of work experience placements at shire districts according to the Local Government Workforce Survey 2013/14 was 12.

Key Outcomes

Leadership and Management Development

- 4.22 A three year programme based on the Council’s competency framework is over half way through, equipping the Council’s managers with the necessary skills for them to manage their teams in the current climate and beyond.
- 4.23 The successful “Planning for the Future” sessions for senior and middle managers across the Council have continued, ensuring managers are in touch with corporate strategy and can discuss and influence the Council’s future.
- 4.24 Courses on Attendance Management, Capability, Investigation Skills, Managing Long Term Absence, Managing the Disciplinary Process, Performance and Development Reviews, and Recruitment and Selection courses were rolled out as part of the “Manager Toolkit” set of training courses.

Health & Safety

- 4.25 As well as regular Health and Safety Awareness, Manual Handling, Accident Reporting and Investigation courses, a one day training course for Direct Service staff was designed and delivered to 70 operatives during the year.

Vocation / professional training

- 4.26 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.

Job Evaluation

- 4.27 To assist in the smooth introduction of a new grading structure, a number of employees were trained in the scheme.

Investors in People

- 4.28 If the Council wishes to retain Investors in People status, which it has held since 2002, it will need to prepare for the next full inspection, which will be in October 2017. Being an accredited Investors in People employer, illustrates the continued importance given to the learning and training by the Council.

5.0 Priorities for 2016/17

- 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 2016/17.

Leadership and Management Development

- 5.2 "Planning for the Future" sessions will continue to increase closer working for managers across different levels.
- 5.3 A second programme for Aspiring is to commence in 2016 / 2017. This illustrates the Council's approach to talent; developing its own people wherever possible.
- 5.4 Leadership and management development programmes launched in early 2015 will continue for managers. The programme is currently being reviewed to ensure that it is meeting the needs of attendees and to determine whether any change to the focus is required.

Health & Safety

- 5.5 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.
- 5.6 A number of "toolbox talks" will be reintroduced 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 and safety management.

Equalities

- 5.7 A number of Dementia briefings for front line staff will also supplement the existing equalities training available.
- 5.8 In addition, after several years, the existing equalities and fairness course will be redesigned to ensure that it meets recent legislative requirements.

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 There is a range of e-learning opportunities made available to employees, such as the corporate e-induction, equalities/fairness and Safeguarding Children and Vulnerable Adults. As part of the review to increase take-up of training, additional work will be completed on the promotion of e-learning.
- 5.11 The Equalities and Fairness e-learning course will be reviewed and updated in 2016/17.

Soft Skills

- 5.12 Customer Care courses are mandatory for all Housing and Environmental Service staff, so the delivery of these key courses will continue.
- 5.13 Through the partnership with Northgate, a number of soft skills courses on Handling Complaints, Time Management, Assertiveness, Conflict Handling and others will continue to be available to Council employees.

Mandatory Training

- 5.14 In recent years mandatory training has not been attended at the levels required. Organisational Development (Northgate) will continue to provide sufficient courses for all mandatory training, and continue to provide managers with data so that they can ensure that employees attend.

6.0 Financial Implications

- 6.1 The corporate training budget, along with resources within Organisational Development (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 (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.

- 7.2 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 is aimed at strengthening effective leadership in the Council and support the delivery of the core outcomes contained in the new Corporate Plan.
- 7.3 The Council should also ensure it protects itself by ensuring its mandatory training requirements are met, to protect both employees in health and safety, for example, and the Council in relation to employee relations.

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 (Northgate) 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 2015/16 and recommends the continual prioritisation of leadership and management development training, together with courses deemed mandatory by the Council.
- 9.2 To support this, a review of mandatory training requirements will be undertaken, together with the current management development programme.

10.0 **Background Papers**

- 10.1 None