
REPORT TO:	FINANCE & MANAGEMENT COMMITTEE	AGENDA ITEM: 14
DATE OF MEETING:	20TH JUNE 2013	CATEGORY: DELEGATED OPEN
REPORT FROM:	DIRECTOR OF FINANCE & CORPORATE SERVICES	
MEMBERS' CONTACT POINT:	LOYD BAKER, TRAINING & DEVELOPMENT SERVICE LEAD (ext 8770) Loyd.baker@northgate-is.com	DOC:
SUBJECT:	ANNUAL TRAINING REPORT 2012/13 AND PRIORITIES FOR 2013/14	REF:
WARD(S) AFFECTED:	NONE	TERMS OF REFERENCE: FM05

1.0 Recommendations

- 1.1 To approve the priority areas for training and development during 2013/14, 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 2012/13.

2.0 Purpose of Report

- 2.1 To propose the priority actions for corporate training activities during 2013/14 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 and deployment of the Council's workforce.
- 2.2 To provide an overview of corporate training, learning and development activities completed during 2012/13 and the outcomes.

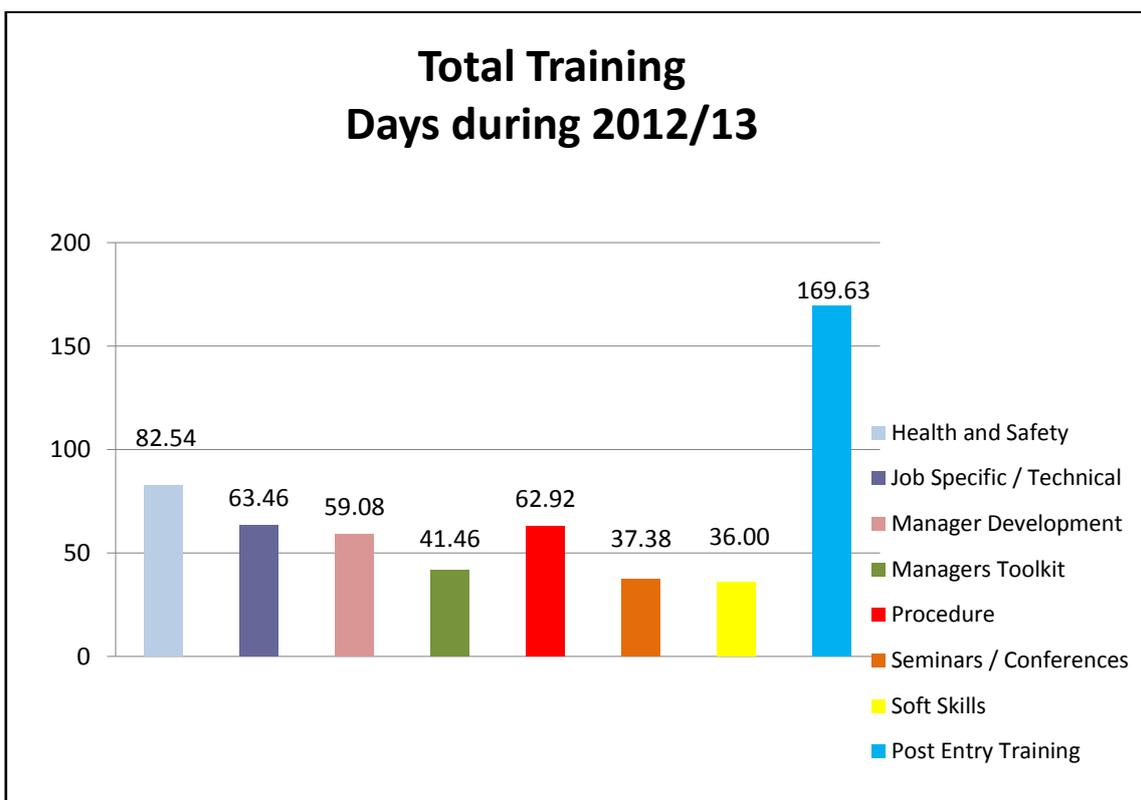
3.0 Executive Summary

- 3.1 In line with previous years the assessment of the training priorities for the year 2012/13 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.
- 3.2 A variety of learning activities have been provided. During 2012/13 the focus has been on the introduction of the Council's new Competency Framework (see appendix 1 for a summary), Health and 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 more facilitated "Planning for the Future" days and training on in-house "Management Toolkits" in relation to employment policies has continued. The Council has continued to provide alternative forms of learning with the further development of e-learning resources.

3.3 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.

3.4 In addition to this the Council had its first Health and Wellbeing Week. This has proven to be a success and included activities such as group walks, boxing demonstrations, trampoline sessions and stress awareness briefings, to support the management of stress and stress related absence at work.

4.0 **Detail - Review of 2012/13**



* 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 107 different training, learning and development programmes and provided 382.84 days of training. A further 169 days of learning and development were completed by employees including study on post entry training programmes. This is less post entry training than in previous years.

4.2 Based on current headcount of employees in the Council this equates to 2.03 training days per employee, a decrease from 3.01 last year. This is due in part to a reduction in management development training whilst the Council goes through a tendering process to select a new provider, as well as a slight reduction in Health and Safety training following on from a significant amount of training completed in the previous year.

- 4.3 “Technical / Job Specific” training is arranged by Service Areas and reported to Organisational Development (Northgate) to record in ResourceLink. 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. Historically this has led to low recording rates but following on from communications by Northgate Human Resources the number of days has increased. This provides a more inclusive picture of the level of training being completed across the Council and can help to identify areas of best practice and skills that can be used by different services areas.
- 4.4 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 2012/13

- 4.5 Although the formal programmes are on hold whilst a new provider is sourced, 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.
- 4.6 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, Auto Defibrillator and First Aid courses.
- 4.7 The main focus at the start of the year was in relation to the Council’s new Competency Framework. Training sessions for both managers and employees were made available to all staff of the Council, to launch the framework, as well as linking it to the Council’s self service system MyView.
- 4.8 The second part of the year the focus was training on the roll-out of the Council’s Customer Charter.

Training for front line staff

- 4.9 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.
- 4.10 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.
- 4.11 Activity during 2012/2013 has included qualifications in First Aid; engagement in Health & Safety training programmes and a whole variety of tool box talks on matters from Fuel Switch Safety to Stress Awareness.
- 4.12 A flexible approach to training delivery is taken to ensure it is arranged to fit in with working patterns and service needs.

Modern Apprenticeships

- 4.16 The Council has continued to support the development and engagement of young people in local government careers. During 2012/13 the Council has continued to employ young three people into Modern Apprenticeship posts. These are based in the Housing DLO and Grounds Maintenance.

Work Experience

- 4.17 The Council continued to support local schools by providing 16 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.
- 4.18 In addition to this the Council also provided longer term placements for two long term unemployed through a partnership with the Jobcentre Plus, as part of the national "Get Britain Working" campaign.

MyView Performance Development Review (PDR) and Competency Framework Module

- 4.19 A new competency framework has been rolled out across all Council staff. It consists of ten competencies with various levels, which sets out how postholders are required to meet the Council's expectations.
- 4.20 The framework will be used in future recruitment, as well as a tool to support succession planning.
- 4.21 This framework has been amalgamated into the Council's PDR process.
- 4.22 Through the partnership with Northgate, the Council has a self service system that is used across the Council. The latest module to be added to this is the PDR Module, which has made the PDR process paperless.
- 4.23 It also means that managers and employees can update personal objectives as and when objectives are met throughout the year, and can be viewed by employees and managers at any time, thus having 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

- 4.24 Following on from previous 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.
- 4.25 Following a review of the procedure, additional Attendance Management training was delivered to over 30 managers, and six Trade Union representatives, to ensure all parties understood the latest changes.

- 4.26 Also, 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.
- 4.27 The design and roll-out of the Council’s Competency Framework has ensured potential new recruits are scored against the framework, ensuring consistency and aiding the recruitment of suitably able people into posts.

Health & Safety

- 4.28 As well as regular Health and Safety Awareness, Manual Handling and Accident Reporting and Investigation courses, a series of job specific toolbox talks were provided for Housing Maintenance staff throughout the year.
- 4.29 This proactive and business focussed approach to Health and Safety training helped the Council to maintain its RoSPA Gold award.

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.

Priorities for 2013/14

- 5.0 The Council’s Workforce Development Strategy aligns the development of people with the improvement of services. The Corporate Training Plan for 2013/14 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 2013/14.

Leadership and Management Development

- 5.1 Further “Planning for the Future” sessions will be held to continue to increase closer working for managers across different levels.
- 5.2 As the contract with the provider of the leadership and development programme run over the previous four years drew to a close, the Council and Northgate have worked together on a tendering process to appoint a provider to work with over the next three years. It is expected that will hopefully further enhance the skills and capabilities of the managers and therefore improve the productivity of the workforce

Health & Safety

- 5.3 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.

Employment Policy

- 5.4 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.
- 5.5 A new course on Investigation Skills will be designed and delivered to managers that will be applicable in any number of situations, from disciplinary and harassment claims to customer complaints.

E-learning resources

- 5.6 It is important that a range of learning opportunities is made available to employees. 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 has been written and launched, and the existing Safeguarding Children and vulnerable Adults course has been updated to reflect changes to the policy.

IT Training

- 5.7 The rollout of further MyView modules in “Timesheets” and “Other Expenses” will involve the creation of training / user guides and briefing sessions for all staff concerned.
- 5.8 Progressing the corporate Paperlite project and other developments of the Council IT systems will be supported with training on IT solutions and applications (such as use of e-mail) as appropriate.

Soft Skills

- 5.9 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.
- 5.10 New courses in Handling Complaints, Investigation Skills and Capability Procedure are also planned.

Outreach

- 5.11 Work with the community on schemes such as, but not exclusively work experience with schools, and “Get Britain Working” with the Jobcentre Plus, to encourage and support people into work from hard to reach groups such as long term unemployed, youth and disabled.

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 2012/13 and recommends the continual prioritisation of leadership and management development training, along with support for new systems introduced through the Northgate partnership in 2013/14.

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>