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<b>REPORT TO:</b>	<b>FINANCE &amp; MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 12</b>
<b>DATE OF MEETING:</b>	<b>18<sup>th</sup> JUNE 2009</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>DIRECTOR OF CORPORATE SERVICES</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>LOYD BAKER (ext 8770)</b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>ANNUAL TRAINING REPORT 2008/09 AND PRIORITIES FOR 2009/10</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>NONE</b>	<b>TERMS OF REFERENCE: FM05</b>

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### 1.0 **Recommendations**

- 1.1 To approve the priority areas for training and development during 2009/10, 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 2008/09.

### 2.0 **Purpose of Report**

- 2.1 To propose the priority actions for corporate training activities during 2009/10 to support the achievement of the Council's Corporate Plan 2009/14. These are reflected in the Council's Workforce Development Strategy, which is a key document, used in the external Use of Resources assessment completed on an annual basis by the external auditor.
- 2.2 To provide an overview of corporate training, learning and development activities completed during 2008/2009 and the outcomes.

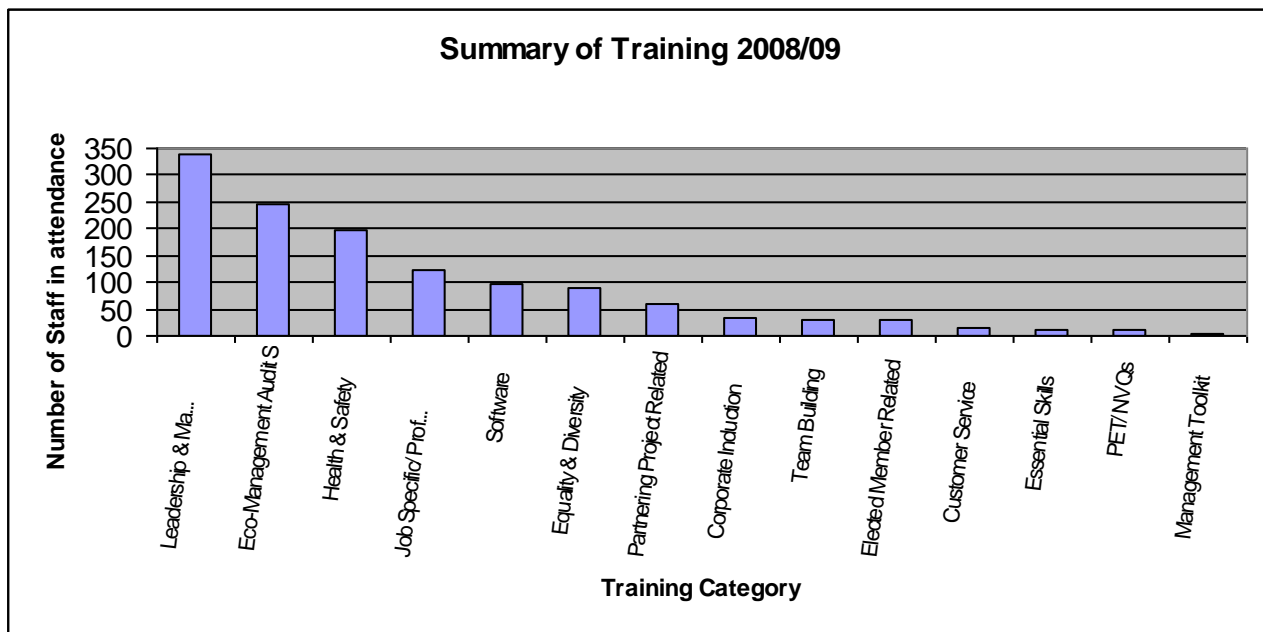
### 3.0 **Executive Summary**

- 3.1 The report provides an overview of corporate training, learning and development activities completed during 2008/2009.
- 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, Services 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 2008/09 the focus has been on Leadership & Management Development, Health & Safety training, Equalities and supporting a number of employees with academic study relevant to their roles that also promote succession planning. The opportunity has also been taken 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 successful introduction of Leadership and Management Development training, the programme has been extended 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 the workforce 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.
- 3.7 The Council has achieved and been reassessed as an Investor in People (IiP) organisation. This national standard evidences that the Council has in place an effective framework to develop and train our workforce towards the achievement of our targets. Our next assessment will be undertaken in 2011 and it is important that our approach is maintained and developed to retain our IiP status.

4.0 **Detail - Review of 2008/2009**

Summary of training activity



\* 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 a category.

- 4.1 Organisational Development delivered and supported 52 different training, learning and development programmes and provided 888 days of training. A further 302 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 3.1 training days per employee, well above the national benchmark figure for Local Authorities of

1.4 days per year (Source: Local Government Pay and Workforce Strategy Survey 2008).

- 4.3 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.
- 4.4 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 2008/2009

- 4.5 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.
- 4.6 A focus on health and safety training as a priority for 2008/2009 is evident, ensuring safe operating procedures and compliance with legislation. A range of programmes have been rolled out including Fire Warden and First Aid training to ensure sufficient numbers of appropriately trained and qualified representatives across Council sites. In addition general Health and Safety Awareness, Fire Risk Assessment and Manual Handling courses were also delivered.
- 4.7 In-house training programmes have also included Equality and Fairness training for Elected Members and new staff to the Council. It was a priority action in the Corporate Equality and Fairness Scheme to raise awareness of equality and diversity, in particular highlighting the Council's commitment to ensuring equal access to services, employment and training.
- 4.8 A range of Member training programmes were undertaken during 2008/2009 including training for chairs and vice chairs, members on Planning, Licensing, and Standards Committees, performance management, corporate manslaughter and Local Development Framework (LDF). Heads of Service also ran briefings on the work of each department.

#### Training for front line staff

- 4.9 Organisational Development continued to support and respond positively to training requests for front line employees in Waste and Cleansing, Ground Maintenance, Housing and Leisure & Community Development. The development of skills within our front line workforce promotes continuous improvement, as well as demonstrating our commitment to the workforce and reaffirming their value to the Council.
- 4.10 Activity during 2008/2009 has included qualifications in First Aid; engagement in Health & Safety training programmes and Grounds Maintenance employees undertaking National Vocational Qualifications (NVQs) in Amenity Horticulture.
- 4.11 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) and Skills for Life

- 4.12 National funding has been accessed to enable the provision of a range of NVQ programmes including Amenity Horticulture, Business Administration, Customer Services and Team Leading. These opportunities continue to be promoted amongst employees. Furthermore, in line with national initiatives to address the skills gaps in literacy and numeracy continue to be promoted under the Skills for Life campaign.

#### E-Learning

- 4.13 In addition to the wide range of e-learning training programmes already available to Members and employees via Learning Pool's Modern Councillor Programme and Skillbites respectively, a bespoke e-induction has been written which is now rolled out to all new employees of the Council.

#### Modern Apprenticeships

- 4.14 The Council has continued to support the development and engagement of young people in local government careers. During 2008/2009 the Council employed 4 trainees on Modern Apprenticeship programmes (2 in Housing, 1 in Grounds Maintenance and 1 in Environmental Health). One of them (from Environmental Health) has secured employment with the Council having successfully achieved their NVQs and the other 3 are currently on their second year. We are now seeking to employ 1 Modern Apprenticeship as a replacement in Environmental Health, whilst looking to extend the programme.

#### Work Experience

- 4.15 The Council continued to support local schools by providing work experience placements for pupils from years 10 and 11. 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. This has included providing valuable interview experience for Year 10 and 11 pupils at William Allitt School.

### **Key Outcomes**

#### Investors in People

- 4.16 The Council has held the Investor in People Award since 2002 and was assessed for re-accreditation against the Investor in People standard on 12<sup>th</sup> September 2008.
- 4.17 The new Investors in People 'Profile' framework that seeks more in-depth evidence was used, in order to determine the extent of good practice within the Council. Through the Profile assessment, an award ranging from level 1 up to level 4 is given to a range of indicators, signifying the extent of good practice evident.

- 4.18 The Council achieved three indicators at level 4 for excellence in management effectiveness; involvement and empowerment; and in learning and development; with six indicators at level 2 and one indicator at level 1. On average the Council's level of good practice in people management and development reflects a level 2 indicating standards that exceed the basic requirements of 'good practice' expected of an Investor in People organisation. Prior to the next assessment work will be done to improve profile scores wherever possible.

#### Leadership and Management Development

- 4.19 11 employees gained ILM certificates for the First Line Manager Programme, and a further 45 employees are currently on the various programmes, which was a key priority in the Council's Corporate Plan 2008/09. 360-degree appraisals have been completed for all these managers. This is to establish a baseline to measure progress against the competency framework, the effectiveness of the programmes, and ensure value for money.
- 4.20 Employees that have completed the First Line Manager programme continue to develop their skills through active engagement on corporate projects as an action learning set.

#### Health & Safety

- 4.21 Qualified first aiders are employed across all front line services within the Council, and ongoing basic training has been provided for over 60 employees, ensuring employees are able to work in a safe environment.

#### E-learning

- 4.22 Organisational Development has developed a new e-induction system to modernise the induction process. This ensures consistency across the organisation, is easily monitored and can be updated regularly on-line. It also saves time with the completion of the induction programme as the new starter can complete this at his or her own desktop with support from their line manager.
- 4.23 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.

#### Vocation / professional training

- 4.24 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

4.25 To ensure effective use of resources, it is important that we evaluate all council 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 2009/2010**

5.1 The Council's Workforce Development Strategy aligns the development of people with the improvement of services. The Corporate Training Plan for 2009/2010 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 2009/2010.

## Leadership and Management Development

5.2 Leadership and management development programmes will continue 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 A Competency Framework has been developed which will be embedded into organisational practices, which will encourage managers to exhibit these core competencies at every opportunity.

## Equality and Fairness

5.4 Organisational Development will deliver training on Equality and Fairness to all staff, as part of a three year rolling programme.

## Health & Safety

5.5 Organisational Development will continue to deliver a rolling programme of Health and Safety training, which includes health and safety awareness, manual handling techniques, first aid and fire warden training. New courses including Stress Awareness for Managers and Health and Safety for Elected Members will also be delivered.

5.6 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.

5.7 The Council's Health and Safety IT system, Assessnet, will also be developed this year and 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.

## Employment Policy

- 5.8 Organisational Development will continue to provide training for employees in employment practices used by the Council. This will include training for managers in sickness absence, recruitment and selection, and performance development reviews.

## E-learning resources

- 5.9 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.

## Elected Member Training

- 5.10 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. This includes working towards accreditation of the East Midlands Regional Councillor Development Charter, which has been developed by Local Government East Midlands in conjunction with the Improvement and Development Agency.

## Skills Pledge

- 5.11 The Council is to sign up to the Skills Pledge, a voluntary, public commitment to invest in the skills of its workforce.
- 5.12 It is a promise that the Council will work to realise the potential of all their employees by developing their basic skills and working towards relevant, valuable qualifications. This includes committing to train our workforce to at least Level 2 – the equivalent of five good GCSEs, grades A–C. Many of these qualifications are fully funded by the Government.

## **6.0 Financial Implications**

- 6.1 The corporate training budget, along with other resources within Organisational Development 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 2008/2009 and recommends the continual prioritisation of leadership and management development training in 2009/2010.

## 10.0 **Background Papers**

10.1 Corporate Plan 2006/09

[http://harvey/corporate/organisationaldevelopment/policy/corporate\\_plan/ploneexfile.2005-10-31.6946573856](http://harvey/corporate/organisationaldevelopment/policy/corporate_plan/ploneexfile.2005-10-31.6946573856)

10.2 Corporate Plan 2009 – 2014

[http://harvey/corporate/organisationaldevelopment/policy/corporate\\_plan/corpplan0914](http://harvey/corporate/organisationaldevelopment/policy/corporate_plan/corpplan0914)

10.3 People Strategy 2008/09 <http://harvey/corporate/peoplestrat/p3>

10.4 Workforce Development Strategy 2009 – 2014