

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE - 15 OCTOBER 2009

REPORT BY HEAD OF PEOPLE AND ORGANISATIONAL SERVICES

5. CORPORATE TRAINING REPORT 2008/09

WARD(S) AFFECTED: *None specific*

Purpose/Summary of Report

This report reviews the learning and development for the authority in 2008/09.

<u>RECOMMENDATION FOR DECISION :</u>	
(A)	To note the achievements in the learning and development review 2008/09

1.0 Background

1.1 The Corporate Training Plan 2008/09 offered a selection of training focusing on management development, policy briefings, information workshops and mandatory/legal requirements.

In 2008/09 the first cohort of the Management Development programme for middle managers commenced. 12 officers attended the programme, with the second cohort beginning in May 2009.

Limited HR resources reduced the number of diverse programmes that could be delivered in 08/09. However 268 delegates attended training and briefings funded from the corporate training programme.

All programmes attended were well received and all feedback collated has been considered when booking further events.

- 1.2 The Corporate Training Plan 09/11 has been agreed and will build upon the corporate training plan 08/09 as the previous needs identified continue to be a priority in 09/11 to support the delivery of the corporate priorities and service plans.
- 1.3 The new Performance Development Review (PDRS) process was launched in November 2008 supported through corporate training. This continues to be a priority in 2009/10.
- 1.4 The Council successfully achieved in 2008 Investors in People (IiP) recognition for a further three years. The Assessor was impressed by the change and drive of the authority since the previous visit. The Council was congratulated at the progress it had made in a year.

2.0 Report

2.1 **Corporate Training Plan 08/09**

In 2008/9 71% of employees participated in the Corporate Training programme (248 delegates, based on headcount of 350 employees). This figure does not include those who took advantage of other learning and development initiatives, for example professional development, mentoring, coaching, shadowing, team training, on-the-job training and secondments.

- 2.2 This is an increase of 10% on the 2007/8 outturn. This is a positive result, as the delivery of the Corporate Training Plan 2008/9 was impacted due to staffing issues in the HR department. It is expected that the number of staff receiving training will increase in 2009/10. The target for 2009/10 is to increase the number of staff participating in training in 2009/10 compared to 2008/09 outturn.

- 2.3 The aim of the Corporate Training Plan 08/09 was to ensure that;

- Critical mandatory and legislative requirements were met and recorded.
 - RIPA and Preparing a prosecution file were delivered 08/09.
- Deliver learning which was relevant to both the Council priorities and personal development
 - The training provided was identified in the Corporate Training Plan 08/09 and therefore supported the Council's priorities.

- East Herts offered equal access to learning and development opportunities to all employees and will monitor the effectiveness of this commitment through evaluation.
 - As mentioned 51.25% of the workforce attended some form of corporate training in 08/09. This was supported by the launch of the Learning and Development policy and Professional, Career and Vocational Study policy to increase the understanding of how to access training, development and support at the Council.
- Support staff and management development to bring about the change and improvement needed to make East Herts an excellent Council.
 - 120 participants attended training to support the launch of the new PDRS process.
 - The first cohort of the management development programme commenced, to support managers to learn the skills they need to deliver change and improvement needed to make East Herts an excellent Council.
- Provide a flexible and adaptable plan which can be tailored to individual development and change to meet the needs of the Council.
 - It was agreed that Customer Service and Change Management Training would be deferred to 09/10 to support the timing of the C3W Programme.
- Work with partners to achieve value for money in the delivery of programmes.
 - Joint Training programmes were carried out with North Herts Council to ensure value for money and individual training needs were met.

2.4 The priority for delivery in 08/09 became the Management Development programme, launch of the PDRS and Legal training. Evaluation of the first cohort of the management development programme is detailed in Essential Reference Paper 'B' (Pages 5.9 - 5.15).

2.5 Full analysis of the training provided from the Corporate Training Plan 08/09 is detailed in Essential Reference Paper 'C' (Pages 5.16 - 5.17). This document lists the training courses, objectives, the number and type of participants and summary feedback taken from the evaluation forms.

3.0 Cost

- 3.1 The Council's total budget 08/09 on learning and development was £202,150, broken down into £59,750 Corporate Training plus £36,000 OD Development; £42,500 Service Training and £63,900 Professional Training and development.
- 3.2 The Corporate budget 08/09 was £95,750 which included the element of £36,000 for the Management Development Programme.
- 3.3 The Corporate Training Plan was delivered under budget. The budget incurred an under-spend of £21,350, £15,000 has been requested to be carried forward to 09/10 to deliver the Change Management and Customer Service training which was deferred until 09/10.
- 3.4 The Council delivered 33 days of development from the corporate budget. This calculates to 0.1 days of development per employee. This excludes professional training days.

4.0 Service Training and Development

- 4.1 £42,500 was allocated to Services for additional Training and Development. This budget is used for one day conferences and training events.
- 4.2 The budget breaks down to £121 per member of staff based on 350 employees.

5.0 Professional Training

- 5.1 £63,900 was allocated to the Services for professional training fees. All staff funded for qualifications from the professional training budgets have to sign training agreements as part of the Professional, Career and Vocational Study Policy, which allows East Herts to re-claim a percentage of funding if they leave the Council within two years.
- 5.2 The Council sponsored the further studies of 11 members of staff and gave support in the way of time off for 2 others.

6.0 Impact

- 6.1 The impact of the training provided is measured through a number of outcomes. Every member of staff that attends a corporate

training course is asked to complete a Pre-training/development evaluation form. This form is broken down into three parts. Part 1: to be completed before the training/development event. Part 2: to be completed at the end of the training event and Part 3: to be completed two months following the training to evaluate the impact the training has had on their knowledge, skills and service delivery.

- 6.2 In 2008/09 the HR department received about 80% of forms with Part 1 and Part 2 completed and only 30% of Part 3 completed. The evaluation received from Part 2 and 3 was collated and will be used to improve the delivery of training 2009/11. The process of improving evaluation will be reviewed in 2009/10 to improve the return of Part 3 of the form and ensure it is part of the PDR process. The new PDR process requires managers to identify and evaluate learning and development needs.
- 6.3 The impact of the training provided to support the new PDR process was proven in the outturn results. 83% (35% 2007/08) of employees had a PDR completed and 82% (20% 2007/08) of employees had new objectives set.
- 6.4 The staff survey 2008 showed improvement recorded from 2006 and 2008 surveys regarding learning and development. 58% (56% 2006) respondents felt their line managers identified their training and development needs and 48% (38% 2006) discussed how it could be applied to their role. 33% (24% 2006) of respondents felt they had opportunities for career progression. Over half of respondents, a similar number in 2006 agreed that they can develop their career through training and development (52%) and they know how to access available training and development (51%). The staff survey 2008 was completed just before the launch of the new PDR process so we would hope to see these stats improve in the staff survey 2010.

7.0 Corporate Training Plan 09/11

- 7.1 The Corporate Training Plan 2009-2011 was approved by HR Committee in April 2009 and offers core, legislative and development learning interventions, which will provide knowledge and learning critical to personal and the Council's success.
- 7.2 The main focus for the corporate training 2009/10 is to support customer service, change management, business improvement, flexible/home working, mandatory and legal training. A number of briefing sessions will also be held on PDR, new revised HR

policies, H&S and MS applications.

7.3 Training protocols have also been changed to ensure that internal training is professional and value for money. These include:

- Delegates being punctual at training events.
- Delegates attending the whole event.
- No use of phone/PDAs (except in exceptional circumstances but this would be agreed with the trainer at the beginning of the course)
- Delegates to treat internal training with the same professionalism as they do at external events
- Services will be charged £100 for less than 48 hours notice if a delegate withdraws from an event or fails to attend.

7.4 A staff saving suggestion raised the idea of not providing lunch for internal training events. This was supported and implemented from 1 August 2009 onwards. In 2008/09, £407.60 was spent on catering, although this was an atypical year. This saving will be used to fund further events.

8.0 External Funding

8.1 Opportunities are currently being explored with Train to Gain, REIP and EERA for external funding.

8.2 Train to Gain will support:

- Skills audit for the authority in the New Year
- Allow us to access to the response to redundancy project if required
- Fund Business Improvement Techniques NVQ's for managers

8.3 £7,000 of REIP funding is being drawn down for member and officer training following the regulations and guidelines set by Improvement East. This training has been arranged as part of the Members' and Officers' training calendars.

8.4 Funding worth £10,000 from the Summer Picnic of Support from EERA is being explored. There are guidelines and regulations set by Improvement East which we need to follow to enable us to claim this funding. This option is currently being finalised.

8.5 Implications/Consultations

Information on any corporate issues and consultation associated with this report can be found within Essential Reference Paper 'A' (Page 5.8).

Background Papers

None

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ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/Objectives (delete as appropriate):	Fit for purpose, services fit for you <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i>
Consultation:	Unison and Heads of Service have received copies of the reports for information.
Legal:	Corporate Training Plan meets our mandatory and legal training requirements.
Financial:	Financial implications as detailed
Human Resource:	Human Resources implications as detailed
Risk Management:	If mandatory and legal training is not provided, East Herts Council would be at risk.