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Leader and Members
of the Human Resources Committee

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Date: 13 March 2013

cc. All other recipients of the Human
Resources Committee agenda

Dear Councillor

HUMAN RESOURCES COMMITTEE - 20 MARCH 2013

Please find attached the following report which was marked "to follow" on
the agenda for the above meeting:

Learning and Development 2012/13 (Pages 3 - 18)

Please bring these papers with you to the meeting next Wednesday

Yours faithfully

Lorraine Blackburn
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MEETING : HUMAN RESOURCES COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : WEDNESDAY 20 MARCH 2013
TIME : 3.00 PM

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EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 20 MARCH 2013

REPORT BY HEAD OF PEOPLE, ICT AND PROPERTY SERVICES

LEARNING AND DEVELOPMENT 2012/13 REPORT

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

- To review the Corporate Training Plan delivered 2012/13 and approve the Corporate Training Plan 2013/14

<u>RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE: That:</u>	
(A)	The annual report be noted and Corporate Training Plan 2013/14 be approved.

1.0 Background

1.1 The Corporate Training Plan 2012/13 will be delivered within budget and offered a selection of training and development. The training and development needs were identified corporately and through employees PDR's. Training was delivered by facilitated events, workshops, drop in's, and mandatory/legal requirements.

In 2012/13, 677 delegates attended training courses, briefings and accessed Skillsbuild funded from the corporate training programme, 57 delegates more than 2011/12 (deducting the 350 staff that completed the data protection training on-line).

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

2.0 Report

Corporate Training 2012/3

- 2.1 Details of the training provided from the corporate training budget are attached in **Essential Reference Paper C**. This document details the training held, number of delegates and a summary of the event.

Corporate Training Budget 2012/3

- 2.2 The total budget for training and development Council wide was £133,110 2012/13 (£146,220 2011/12). This figure is 0.95% of the Council's staffing budget. The corporate training budget was £31,000 2012/13 (£51,000 2011/12).

The total spend on the corporate budget to date for 2012/13 is £25,152.80 (compared to £19,307 2011/12).

The 2012/13 Corporate Training Plan is currently predicated to be delivered under budget. Human Resources continue their commitment to review the spending costs associated with the corporate training spend. Officers continue to negotiate with training providers and contractors to improve the costs being charged for events and will consider the E Learning as an alternative choice in the future.

External training providers delivered the majority of the events held in 2012/13. East Herts continues to be involved in the Hertfordshire Joint Learning Programme in partnership with other local authorities. This enables staff to participate in a wider range of development opportunities and the council acquires free training places when the events are held on our premises. These events are funded from the corporate training budget.

Staff attendance on corporate events has generally improved since staff were reminded of the training protocols. Only one event has had to be re-arranged due to lack of participants.

Staff have continued to be informed of events via email, the training page in Team Update magazine and staff are approached on an individual basis if they requested specific training in their PDR. The Training Page on the intranet is kept updated to ensure current training information is always available.

Service Training and Development

- 2.3 The total services training and development budget for 2012/13 was £47,230, which is divided amongst the services for additional

training and development. This budget is used for one day conferences and training events.

The budget breaks down to £131.92 per employee based on 358 employees, the employee head count in April 2012. The training and development budgets are managed by each Head of Service, to date £22,677 of the budget has been spent leaving an estimated under spend of £22,066.

Professional Training

2.4 Professional training budget was £54,880 in 2012/13. A total of £20,560 has been spent so far on professional qualifications and continued professional development in 2012/13. The Council is sponsoring a range of staff to undertake vocational qualifications. Some of the qualifications include:

- ILM Level 3 Award in Facilities Management
- Practitioner Certificate in Data Protection
- Building Control Surveying (5 yrs)

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 an employee leaves the Council within two years. The training agreements are recorded centrally in Human Resources.

Corporate Training Plan 2012/13

2.5 The new Corporate Training Plan 2013/14, **Essential Reference Paper B**, focuses on the new framework of corporate priorities (People, Place and Prosperity) and builds upon the corporate training plan delivered in 2012/13. The Corporate Training budget for 2013/14 is £31,000 and the estimated cost of the proposed training is £25,240.

Training Evaluation

2.6 Training and Development is evaluated at the Council using the Pre and Post Training Evaluation forms, staff one to one's and PDR's. Training and development is delivered in a variety of ways:

- Classroom style delivery – internal and external events

- Facilitated sessions
- NVQ qualifications – Externally funded
- Certified University/College courses
- Secondments
- Work shadowing
- Staff and 1-2-1 briefings
- E-Learning

The evaluation process indicated the training delivered in 2012/13 improved and enhanced staff's personal skills. The corporate training plan aim is to continue to enhance skills and support staff which will lead to an improvement in service delivery and have a positive impact on our customers. The statutory professional training continues to build on officer's core knowledge ensuring staff are up to date with current legislation and their CPD points. The FOI e learning programme raised staff awareness and renewed the importance of the topic.

Members Training Plan 2012/13

2.7 East Herts Member's Charter Status was 'confirmed' after a successful 18 month review interview in January 2013. The Member's Development Plan 2012/13 was delivered using a several types of learning styles:

- Workshops/seminars: face to face, group training
- Self-study books linked to discussion group and learning sets
- Conversation Café's (budgets)
- Webinar – with LGiU
- Peer to peer bite-size training (IT skills)
- Simulation (personal rehearsal) for scrutiny training
- Tour/visit (Development Control , Environmental Services and Leisure Services
- Case Study with role play
- Shadowing

Evaluations forms after collected after every event and the feedback reported to the Member's Charter Group.

Work has commenced on the training plan for 2013/14 and the Member's inductions in May 2013 and May 2014.

E Learning

2.8 East Herts is a member of the Regional Vine East Project and launched its E Learning platform, Skillsbuild, to all staff in January 2013. 42 staff have accessed the site and taken part in the courses available. The courses below are being designed and will be delivered in 2013/14:

- Unified Communicator Advanced (UCA)
- Complaints and Compliments
- Social Media
- Diversity
- Safe Guarding

Performance Development Review Process (PDR)

2.10 Managers received training in December 2011 and January 2012 on the revised process. This year training was more staff focussed to support them through the process and to ensure the PDR remains a two way process.

In January 2013 55.43% (2012 83%) PDR reviews had been completed and 39.21 (2011 84%) of staff had objectives set. HR are supporting the Heads of Service to ensure the outstanding PDR's are completed.

The next round of PDR's will commence in June/July with the majority of staff having their mid year reviews with one service having their full PDR.

The Corporate Training Plan has been devised to reflect the training needs of staff captured through the PDRs and to ensure consistency will be amended if necessary to meet the staff requirements in the mid year reviews. This will ensure the training identified on the plan meets the corporate and staff needs, and all training delivered is relevant and value for money.

Proposed Actions 2012/13

2.11 Pre and Post Training Evaluation Forms are completed for all training or development opportunity a member of staff participants in. This ensures staff are attending the correct event and the participant is clear of their personal aims and objectives. These will continue to be monitored and reviewed.

2.12 HR continue to endorse the recommend the training protocols introduced in 2009/11:

- Turning up on time
- Staying for the whole of the event
- No use of phone/PDAs (expect in exceptional circumstances but this would be agreed with the trainer at the beginning of the course)
- Staff will 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 participant withdraws from an event or fails to attend. The appropriate Head of Service and member of staff will be informed of the charge.

2.13 HR will continue to identify areas of improvement in the training and development provision and the performance development review process.

2.14 HR will work with partners to achieve value for money in the delivery of programmes. The Corporate training plan and the provision of training and development will be reviewed as part of shared support services.

3.0 Implications/Consultations

3.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.

Background Papers

None

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ESSENTIAL REFERENCE PAPER ‘A’

IMPLICATIONS/CONSULTATIONS

Contribution to the Council’s Corporate Priorities/ Objectives:	<i>People</i> This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.
Consultation:	N/A
Legal:	N/A
Financial:	<i>The corporate budgets within the report reflect the actuals and estimates obtained from Finance.</i>
Human Resource:	The Corporate Plan outlines the Council’s on-going commitment to staff training and development.
Risk Management:	N/A

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Corporate Training 2013/4

Programme title	Target audience/Cost	Purpose
Introduction to flexible/home working	1 & 2 In-house	To provide delegates with the knowledge, skills and confidence to be a flexible/home worker. To present a range of tools and techniques for working successfully with your team and manager as a flexible/home worker.
Managing flexible/home workers	2 & 3 In-house	To provide managers with the knowledge, skills and confidence to manage individuals or teams working remotely.
Effective Report Writing	1, 2 & 3 Approx cost £850	This highly practical programme equips delegates with the skills of planning, research, structuring, writing, editing and presenting reports.
Communication and Conflict Management customer focussed	1, 2 & 3 Approx cost £900	This programme delivered by MIND focuses on how to handle conflict in the workplace and people in a stressed state. It will equip delegates with practical techniques they can use to communicate and perform effectively in any difficult work situation.
Advanced call handling	1& 2 Approx cost £700 (delivered in partnership)	This programme will provide staff with support, ideas and the opportunity to share experiences of handling difficult calls in the work place.
H & S Awareness	1 & 2 & 3 Approx cost £3,000	To provide delegates with the information and knowledge they need to work in a healthy and safe environment. To provide them with their key areas or responsibility and actions they are expected to take to ensure the safety of themselves and their colleagues. To support the H&S action plan. Including: <ul style="list-style-type: none"> • Lone Working/personal safety • Fire Marshall refresher
Skillsbuild E-Learning programmes	1, 2 & 3 In-house/E-learning	East Herts will continue to develop its Skillsbuild programmes including: <ul style="list-style-type: none"> • Unified Communicator Advanced (UCA) • Complaints and Compliments • Social Media • Diversity • Safe Guarding
Project Management	1 & 2 & 3 Approx cost £400 (delivered in partnership)	This highly practical course provides all the essential skills, tools and techniques that are needed to support the delegate in their project management role. The course concentrates on the practical techniques that you can apply directly back to the workplace.

Essential Reference Paper B

Mediation Training	1, 2 & 3 £500 (delivered in partnership)	This programme covers all areas of the mediation process - from the role of the mediator through to managing deadlock and conflict.
MS Applications	1, 2 & 3 Approx cost £5000	MS Applications 2010 will be launched during the next financial year. East Herts will work with Stevenage Borough Council to deliver a range of training opportunities to up skills staff for the 4 main Microsoft applications, Word, Excel, Outlook and PowerPoint.
Dealing with difficult customers	1 & 2 Approx cost £900	To support staff when dealing with difficult and aggressive customers. Look at different techniques to deal with situations and share experiences and practice.
Mandatory/Legal	1, 2 & 3 Approx cost RIPA £875, PACE £875 DDA £800 Verification training £1,000 Safe Guarding £515	To ensure delegates are compliant with legal issues and procedures. Including: <ul style="list-style-type: none"> • RIPA training • Preparing a Prosecution file & PACE • Verification training • Equality and Diversity • Safe Guarding Children
Data Protection/FOI	1 & 2 & 3 In-house/E Learning	To provide knowledge and information on data security, data protection and FOI procedure.
Social Media Training	1, 2 & 3 In-house/ E Learning	To provide knowledge and ensure understanding of the new communications strategy, Social Media Policy and to enhance staff skills and familiarity of social media sites and the role they play at East Herts Council.
PDR Training	1, 2 & 3 £925	To provide staff at all levels, whether reviewing or being reviewed, the appropriate skills set and confidence to take part in productive PDR process.
Managing Performance	2 & 3 In-house £900	To provide knowledge and information to assist in enhancing the performance of teams, through setting effective business objectives. Support PDR process.
Procurement Training	1,2 & 3 In – House (With a potential external cost up to £3,000)	To ensure all staff responsible for ordering, budgets and tendering are aware of and understand all Rules and Regulations, (EHC procurement Rules, EU rules, UK Law, Financial Regulations) and Procurement processes, the roles and responsibilities of Procurement, Legal and Project Managers. This training will provide the skills and knowledge required to mitigate risks to officers and the council as a whole.
Land inspection and management training	1, 2 and 3 £5,000, but this sum is deducted from agreed insurance	To explain statutory and common law responsibilities, and managing risk and inspections of our varying types of land, assets, water courses and ponds.

Essential Reference Paper B

	premiums so in effect the cost is nil	
Getting the best from Personal Resilience	1,2 & 3 £1,000	To enable staff to recognise stress related behaviour in themselves and others. The session also look at various resolutions based on staff needs and experiences.
Recruitment and Selection training	2 & 3 Approx cost £1,300	To ensure all managers who recruit and interview candidates are aware of the process and protocols. This course supports the recruitment process for internal and external recruitment, ensuring managers recruit within the law. It also provides support for writing job descriptions and devising interview questions.
Corporate Induction	1, 2 & 3 In-house	To welcome new staff to East Herts Council. To provide delegates with an understanding of the Council's vision and priorities, policies and procedures, benefits and welfare.
Policy Briefing workshops	1, 2 & 3 In-house	To support the launch of new/revised policies and procedures to ensure understanding and compliance.
Effective Manager	2 & 3 £1800	<p>A three day programme for staff who have just moved into a management role or are aspiring to be managers:</p> <ul style="list-style-type: none"> • Identify the key areas of management responsibility • Look at your own leadership style • Manage the performance of staff • Communicate effectively as a manager • Handle conflict • Manage yourself and continually develop professionally • Delegate and make effective decisions • Motivate your team members • Create a high performing team

Target Audience:

- 1 - Support Staff and Junior Professionals
- 2 - Team leaders, Managers, Senior Professionals/Specialist Roles
- 3 - Managers and Heads of Service

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Corporate Training Plan Outcomes for 2012/3

Programme title	Number of Participants/Cost (exc VAT)	Purpose
HAY Refresher Training	7 Participants £3,000	To update the skills of the HAY trained staff from Unison, HR and the independent cohort. It was also an opportunity to audit a sample of roles JE'd to ensure consistency.
Getting the best from Personal Resilience	6 Participants £900	The session was held for staff following on from SMG's training to enable staff to recognise stress related behaviour in themselves and others. The session also looked at various resolutions based on staff needs and experiences.
Managing The Customer Service Process	6 Participants £450 (subsidised partnership event)	The aim of the training was to support managers setting objectives for customer faced/front line staff.
Staff Induction	15 Participants (In-house)	To welcome staff to East Herts Council. To provide delegates with an understanding of the Council's vision and priorities, policies and procedures, benefits and welfare.
Developing customer service team leaders	4 Participants £150 (subsidised partnership event)	The aim of this event is to develop and support service team leaders developing a customer service team.
PACE Interview Procedures	7 Participants £875	An annually run event to ensure staff are PACE compliant. There have been various amendments to the PACE process since the previous training was held.
PDR Training (Managers)	12 Participants £475	To support managers through the revised PDR process. Setting objectives, delivering feedback, supporting staff and grading performance.
PDR Training (Staff)	27 Participants £1475	To support staff through the revised PDR process. To ensure understanding and acknowledge it is a two way process.
Statement Writing and Prosecution Case Preparation	6 Participants £875	This course is run bi-annually to support the officers in their prosecution cases. It focuses on interview skills, gathering and recording information through to the final case preparation.
RIPA	12 Participants £875	An annual event to support the compliance officers through the RIPA process and to ensure awareness of any amendments critical to the authority.

UCA (Drop in Sessions)	68 Participants £800	To introduce the UCA communication programme to staff in the authority. Hints, tips and quick start guide to the new office communication tool.
Data Protection/FOI	350 Participants All staff E Learning £1200	The corporate training budget funded the e learning programme which was rolled out to all staff to refresh and up skill the staff on the latest data security and FOI legislation.
Recruitment and Selection training	4 Participants £715	The course was designed to support the internal recruitment process, ensuring managers recruited within the law. It also provided support for short listing and devising interview questions.
Skillsbuild (Drop in sessions)	15 Participants (In-house)	To introduce Skillsbuild to staff and show staff how to access the site and participant in the courses available.
Skillsbuild courses	42 Participants	Staff have accessed the electronic courses: <ul style="list-style-type: none"> • FOI/Data Protection • Recruitment • Information Security • GCSx
Negotiating a Better Deal with Supplier's	5 Participants £379 (subsidised partnership event)	How to plan and lead negotiations with new and potential suppliers. The do's and don't when negotiating.
Report Writing Skills	6 Participants £750	How to plan and prepare a clear and concise report using the council's templates.
Sensitive Facilitation of Change	3 Participants £225 (subsidised partnership event)	This course looks at the change process and the issues that arise from change.
Project Management	3 Participants £225 (subsidised partnership event)	To develop a thorough understanding of the project management process to ensure a successful project.
Trainer Development Training	3 Participants £225 (subsidised partnership event)	To develop training skills for delivering presentations internally and externally and training staff within the team.
Document Verification Training	15 Participants £800	An annual event which staff have to attend to enable them to process validation documents and cheques sent to through to the authority.

Manual Handling & Working at Height Awareness	20 Participants £485	To refresh officer skills.
EVAC Chair Training	10 Staff Free	This training is supplied as part of our contract, staff are asked to volunteer so we have trained staff in the event of an emergency.
Land inspection and management training	5 Participants Funded through insurance premiums	To explain statutory and common law responsibilities, and managing risk and inspections of our varying types of land, assets, water courses and ponds.
Asbestos and legionella	26 Participants £990	Two half day refresher sessions looking at identification, control, logging findings and reporting.

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