

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 11 July 2012

REPORT BY HEAD OF PEOPLE, ICT AND PROPERTY SERVICES

LEARNING AND DEVELOPMENT 2011/12 REPORT

WARD(S) AFFECTED: NONE

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**Purpose/Summary of Report**

- To review the Corporate Training Plan delivered 2011/12 and approve the Corporate Training Plan 2012/13

**RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE: That:**

(A)	The annual report is noted and Corporate Training Plan 2012/13 is approved.
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1.0 Background

1.1 The Corporate Training Plan 2011/12 was delivered within budget and offered a selection of training and development identified corporately or as part of the employees training plan. This included staff workshops and briefings, IT training and mandatory/legal requirements.

In 2011/12, 270 delegates attended training courses and briefings funded from the corporate training programme, an increase of 49 delegates from 2010/11 (excluding the quarterly staff briefings).

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

2.0 Report

**Corporate Training 2011/12**

- 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 2011/12**

- 2.2 The total budget for training and development Council wide was £146,220 2011/12 (£165,520 2010/11). This figure is 1.3% of the Council's staffing budget. The corporate training budget was £51,000 2011/12 (£60,300 2010/11).

The total spend on corporate budget for 2011/12 was £19,307 2011/12 (compared to £28,115 2010/11).

The Corporate Training Plan was delivered under budget. Human Resources continued their commitment to review the spending costs associated with the corporate training spend. Officers continued to negotiate with training providers and contractors to improve the costs being charged for events.

In-house events were run using the Council's own expertise to deliver events.

Events were held at East Herts in partnership with other local authorities, enabling the council to acquire free training places. Staff also attended partnership events organised across the districts and boroughs, these are low cost events.

Some events have had a lower turn out than expected and one event, recruitment and selection was postponed. One of the main factors for low turn out is staff withdrawing from events at the last moment or not attending. This relates to internal and external events.

Staff will continue to be informed of events via a monthly newsletter, the training page in Team Update magazine and staff will be approached on an individual basis if they requested specific training in their PDR. The Training Page on the intranet will be updated to ensure current training information is available.

### **Service Training and Development**

- 2.3 The total services training and development budget for 2011/12

was £40,440, 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 £111.55 per employee based on 362.5 employees, the average employee head count for 2011/12. The budgets are managed by the Head of Service, spending a total of £25,407 leaving an under spend of £15,033.

## Professional Training

2.4 Professional training budget was £54,780 in 2011/12. A total of £26,884 was spent on professional qualifications in 2011/12. The Council is sponsoring a range of staff to undertake vocational qualifications. Some of the qualifications include:

- ILM Level 3 Award in Facilities Management
- CCNA Exploration x2
- Conservation Officer – MA Urban Design
- Building Control Surveying (5 yrs) x2

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.

## Corporate Training Plan 2012/13

2.5 The new Corporate Training Plan 2012/13, **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 2011/12. The Corporate Training budget for 2012/13 is £31,000 and the estimated cost of the proposed training is £27,490.

## 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
- Certified University/College courses
- Secondments
- Work shadowing
- Staff briefings
- E-Learning

The evaluation process indicated the training delivered in 2011/12 had a positive impact on staff's personal skills. Enhancing their skills has led to an improvement in service delivery and has had 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. The FOI training and staff briefings have raised staff awareness and the importance of the topic. Staff behaviour has been modified reducing the risk to the Council.

### **Members Training Plan 2012/13**

- 2.7 The Member's Development Plan 2012/13 is being finalised. The plan outlines the various types of training and development offered to the Councillors throughout East Herts.

The Plan has been designed to ensure Councillors are kept up to date with legislation and attend the required mandatory training. Further development needs were identified through a Training and Development Questionnaire sent to all Councillors.

East Herts holds the Member's Development Charter and is committed to the development of its Member's.

### **E Learning**

- 2.8 East Herts has joined the Regional Vine East Project and will be launching the E Learning platform to all staff as part of the 2012/13 Corporate Training Plan. Training programmes are being developed for East Herts and the platform will also enable us to share training with other authorities belonging to the Vine East Project. The programmes currently in development include Data Protection, Social Media, Safe Guarding and a Diversity Quiz.

In June the Council launched a FOI E Learning programme to increase understanding and awareness in the Council. Managers also received training on the new FOI database, to ensure managers received support on completing FOI and to improve the

efficiency of the process. The training will be monitored to record staff participation, outcome scores and time taken to complete the training programme.

The Council also focused on data protection training and awareness workshops for Heads of Service and staff during 2011/12 and this will continue in 2012/13.

## **Shared Services**

- 2.9 East Herts, North Herts and Stevenage councils agreed in October/November 2011 that partnership is a viable option for some support services. It has been confirmed that the detailed business case will be taken to Members at all three councils for a final decision on 31 July 2012.

East Herts Council are working with a selection of training providers to design and deliver a programme of Customer Service training. The training will be open to anyone who is in scope across the three authorities. The programme will give staff the opportunity to work and communicate together across the authorities; breaking down barriers. The training will help individuals gain a better understanding of the shared service environment and give them knowledge and support when they come to apply for jobs in the new structures.

## **Performance Development Review Process (PDR)**

- 2.10 The Performance Development Review Process (PDR) was revised after a comprehensive PDR review across the authority reported to CMT in September 2011. The corporate review focussed on evidence contained in the individual PDRs, the consistency of the process, the grading structure and managers and staff feedback on the paperwork. Staff feedback on PDR's was also reflected in the staff survey and IIP results.

Managers received training in December 2011 and January 2012 on the revised process.

In January 2012 83% (2011 77%) PDR reviews had been completed and 84% (2011 73%) of staff had objectives set. 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.

PDR Training will be provided to staff regarding the PDR process. This will ensure that the PDR remains a two way process between managers and staff.

### **Investors in People (IIP)/Staff Survey December 2011**

- 2.11 The Council was reviewed in April 2012 by Investors in People and the Council successfully passed all 39 indicators. The assessor gave a positive recommendation to the recognition panel. Some development areas were highlighted and a staff focus group was formed to consider the recommendations made by IIP and the staff survey outcomes. An action plan will be drawn up and sent to HR Committee in October 2012 for approval.

### **Town Council and Partners**

- 2.12 East Herts shares the Corporate Training Plan with the Town Councils. Staff from local Town Councils have attended our soft skills training and IT courses. The Corporate Training Plan 2012/13 and the launch of E-Learning programme will be shared with Town Councils.

East Herts is working regularly with other districts and boroughs to enable smarter use of training facilities and resources. Venues have been shared and places on events sold to other authorities.

### **Proposed Actions 2012/13**

- 2.13 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.
- 2.14 HR recommend the training protocols introduced in 2009/11 are reminded to all staff:
- Turning up on time

- Staying for the whole of the event
- No use of phone/PDAs (except 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.

2.15 The IIP and staff survey identified areas of improvement in training and development provision and the performance development review process. Recommendations agreed as part of the action plan will be introduced during 2012/13.

2.16 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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