

EAST HERTS DISTRICT COUNCIL

HUMAN RESOURCES COMMITTEE – 16 APRIL 2014

REPORT BY HEAD OF PEOPLE AND PROPERTY SERVICES

LEARNING AND DEVELOPMENT PROGRAMME 2013/14 AND
PROPOSED PROGRAMME FOR 2014/15

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

- To review the Learning and Development Programme delivered in 2013/14 and approve the Learning and Development Programme for 2014/15

<u>RECOMMENDATIONS FOR HR COMMITTEE:</u>	
That:	
(A)	Members note the annual report and that the Learning and Development Programme 2014/15 be approved.

1.0 **Background**

The Learning and Development Programme 2013/14 offered a selection of training and development to meet corporate and individual needs. The training and development needs were identified corporately and through individual Performance Development Reviews (PDR's) and was delivered by facilitated events, workshops, drop-ins and Skillsbuild E-learning.

In 2013/14, 745 delegates attended some form of corporate training, an increase of 68 delegates compared to 2012/13

attendance figures.

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

2.0 Report

Corporate Training 2013/14

- 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 2013/4

- 2.2 The total budget for training and development Council wide was £132,270 in 2013/14 (£133,110 in 2012/13). The corporate training budget was £31,000 in 2013/14 (£31,000 in 2012/13).

	Budget 13/14	Spend 13/14 (to date)	Budget 12/13	Spend 12/13 (final spend)
L&D budget	£132,270	£99,648	£133,110	£90,569
Corporate	£31,000	£42,373	£31,000	£23,556
Service Training & Development	£43,790	£33,724	£47,230	£31,529
Service Professional Training	£57,480	£23,551	£54,880	£34,483

The total spend on the corporate budget to date for 2013/14 is £42,373.00 (compared to £23,556 in 2012/13).

The 2013/14 Learning and Development Programme is currently predicated to be delivered over budget with an estimated further £7,630 committed. It has been agreed £11,500 will to be transferred from the Planning Contingency budget to fund the Microsoft training programme and Here to Help will be funded from the Corporate Change budget.

Human Resources (HR) 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. Officers consult with other local council's and arrange shared events to minimise costs.

External training providers delivered the majority of the events held in 2013/14. 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 continued to improve resulting in no re-charges for non-attendance in 2013/14. Last minute cancellations are scrutinised and managers informed. Only one event had to be cancelled due to lack of participants.

Staff continued to be informed of events via email, Team Update magazine and staff are approached on an individual basis if they requested specific training in their PDR.

Service Training and Development

- 2.3 The total services training and development budget for 2013/14 was £43,790, 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 £120.91 per employee based on 362 employees, the employee head count in April 2013. The training and development budgets are managed by each Head of Service, to date £33,724 of the budget has been spent leaving an estimated under spend of £9,716 (excluding an estimated £350 committed).

Professional Training

- 2.4 The Professional training budget was £57,480 in 2013/14. A total of £23,551 has been spent to date on professional qualifications and continued professional development in 2013/14 (excluding an estimated £2,946 committed). The Council is sponsoring a range of staff to undertake vocational qualifications. Some of the qualifications include:

- Advanced BTEC in Licensing Act 2003
- Practitioner Certificate in FOI
- CIPFA Business Strategy
- A range of CPD to maintain professional knowledge
- Coaching in the work place

All staff funded for qualifications from the professional training budgets sign training agreements in line with 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.

Learning and Development Programme 2014/15

- 2.5 The new Learning and Development Programme 2014/15, **Essential Reference Paper “B”**, focuses on the corporate priorities (People, Place and Prosperity) and builds upon the Learning and Development Programme delivered in 2013/14. The Corporate Training budget for 2014/15 is £28,000 and the estimated cost of the proposed training is £22,515. This does not include any learning and development costs identified to support the “Here to Help” programme in 2014/15.

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. The Pre-Post Training Evaluation forms will be reviewed in 2014/15 to ensure they are still fit for purpose.

The evaluation process indicated the training delivered in 2013/14 improved and enhanced staff’s personal skills. The Learning and Development Programme aims to continue to enhance skills and support staff which will lead to an improvement in service delivery and a 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.

“Here to Help”

- 2.7 The “Here to Help” organisational development programme started in January 2014. The initial workshops were facilitated by an external consultant and the project is now being led by the

Head of People and Property Services with support from managers and HR Officers. The programme is currently delivering workshops to managers and staff. The workshops are for managers and staff to have the opportunity to contribute to the development of the Council's values and behaviours. The Here to Help programme is about celebrating what is good, sharing good practice, making things better and unlocking barriers. The workshops are to encourage staff to thinking about doing more with what they have (not more with less). The workshops will result in action plans being generated and implemented across the Council. The learning and development opportunities identified from the workshops and actions plans will be incorporated in the learning and development programme 2014/15.

Members Training Plan 2013/14

2.8 The Member Development Plan 2013/14 was delivered using several types of learning styles:

- Workshops/seminars: face to face, group training
- Self-study books - linked to a follow up discussion group
- Action Learning Sets
- Member Briefings delivered before/during Council meetings
- Focused training delivered as an agenda item (Audit, CBS)
- Specialist/technical training (Development Management, Licensing)
- Drop-In 'clinic' for IT and budget questions
- Webinars – with LGiU
- Tour/visit (Development Control , Economic Development, Community Services, Leisure Services)

Relevant training has been shared with neighbouring authorities and opened up to town/parish councils. Training has been delivered predominately in-house with 31 delegates attending external events.

During 2013/14, a total of 700 training 'episodes' have been recorded. A detailed list of attendances is posted on-line on the profile page of each Member.

Evaluation forms are collected after events and the feedback reported to the Member Development Charter Group. These forms and the training needs questionnaire completed by Members help to frame the plans for the coming year.

An outline member development programme for 2014/15 has been agreed by the Charter Group and work is already well underway in preparation for the Member's induction programme following the May 2015 district elections.

“E” - Learning

- 2.9 East Herts continues to be a member of the Regional Vine East Project and launched its “E” - Learning platform, Skillsbuild, to all staff in January 2013. This programme has been offered to Town Councils and one Town Council has shown an interest. The course list is currently being updated and the “E” - Learning programme will be re-launched in 2014/15.

Performance Development Review Process (PDR)

- 2.10 Managers received individual and drop in training in 2013/14 to support the PDR process. The feedback from the initial “Here to Help” management sessions indicate that the process and time line should be reviewed to ensure it still meets the needs of the organisation.

To date in January 2014 64.48% (2013 55.43%) PDR reviews had been completed and 54.51% (2013 39.21%) of staff had objectives set. HR is supporting the Heads of Service to ensure the outstanding PDR's are completed and recorded.

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 Learning and Development Programme has been devised to reflect the training needs of staff captured through the PDRs, manager's feedback and to ensure consistency will be amended if necessary to meet the staff requirements in the next round of PDR's. 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 2014/15

- 2.11 East Herts are to participate in the National Graduate Development Programme. The national scheme promotes local government to the graduate market on behalf of all councils in

England and Wales. The graduate will work on strategic projects across the council having a minimum of three placements during their programme.

2.12 In 2013/14 East Herts took part in the District Council's Network Development Programme. The officer who completed the programme gave positive feedback on all aspects of the programme. East Herts will continue to support this programme in 2014/15. One applicant has been put forward for the DCN programme in 2014/15.

2.13 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 (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.

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

2.15 HR will work with partners to achieve value for money in the delivery of programmes. The Learning and Development Programme 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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