

## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE – 8 JULY 2015

#### REPORT BY HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

#### LEARNING AND DEVELOPMENT REVIEW 2014/15

WARD(S) AFFECTED:      NONE

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#### **Purpose/Summary of Report**

- To review the Learning and Development Programme delivered in 2014/15 and approve the Learning and Development Programme for 2015/16

<b><u>RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE:</u></b>	
<b><u>That:</u></b>	
(A)	the annual report is noted and Learning and Development Programme 2015/16 be approved.

#### 1.0 Background

The Learning and Development Programme 2014/15 offered a selection of learning and development to meet corporate and individual needs. The training and development needs were identified corporately and through individual Performance Development Reviews (PDRs). The training was delivered by facilitated events, workshops, bite size training and e-learning.

In 2014/15, 2,438 delegates attended or participated in some form of corporate training, an increase of 1,693 delegates compared to 2013/14 attendance figures (745). The increase was due to the on-line data protection training and the range of Here to Help bitsize events delivered.

The programmes attended were well received and all feedback collated continues to be considered when booking further events.

Training events have also highlighted other areas for future learnings which have been investigated and introduced into the training plan.

## 2.0 Report

### **Corporate Training 2014/15**

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

### **Corporate Training Budget 2014/15**

- 2.2 The total budget for training and development for the council in 2014/15 was £130,010 (£132,270 in 2013/14).

The corporate training budget in 2014/15 was £28,000 (£31,000 in 2013/14).

	Budget 14/15	Spend 14/15	Budget 13/14	Spend 13/14
L&D budget	£130,010	£95,655	£132,270	£116,726
Corporate	£28,000	£28,397	£31,000	£50,214
Service Training & Development	£61,340	£57,109	£43,790	£34,4844
Service Professional Training	£40,670	£10,499	£57,480	£32,028

The total spend on the corporate budget to date for 2014/15 is £95,655 (compared to £116,726 in 2013/14).

The 2014/15 Learning and Development Programme is currently predicated to be delivered just over budget £28,397 (budget £28,000).

Human Resources continue to review the spending costs associated with the corporate training budget. Officers 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. Human Resources are

working with the Procurement Team to ensure best practice is followed when engaging with new providers.

The 2014/15 Learning and Development Programme was delivered by external training providers, internal presenters and e-learning. East Herts continues to be involved in the Hertfordshire Joint Learning Programme in partnership with other local authorities; which enables employees to participate in a wide range of development opportunities with the council acquiring free training places when events are held on our premises. These events are funded from the corporate training budget.

Employees' attendance on corporate events has improved; last minute cancellations have been scrutinised and challenged with line managers informed. Two teams were re-charged for non-attendance in 2014/15.

Employees are informed of training opportunities via email and employees were approached on an individual basis when they had requested specific training in their PDR.

### **Service Training and Development**

- 2.3 The total services training and development budget for 2014/15 was £61,340, which is divided amongst the services for additional training and development. This budget is used for service specific training, one day conferences, seminars, training events and team building.

The budget breaks down to £177.80 per employee based on 345 employees, the employee head count in April 2014. The training and development budgets are managed by each Head of Service, to date £57,109 of the budget has been spent leaving an estimated under spend of £3,221 (excluding an estimated £1,009 committed).

### **Professional Training**

- 2.4 The Professional training budget was £40,670 in 2014/15. A total of £10,449 has been spent to date on professional qualifications and continued professional development in 2014/15 (excluding an estimated £3,539 committed). The Council is sponsoring employees undertaking vocational qualifications, which include:

- CIPFA Business Strategy
- ILM Level 5 Coaching
- FOI Certificate
- A range of CPD to maintain professional knowledge

Employees funded for professional qualifications continue to 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.

### **Training Budget Review**

- 2.5 In 2014 the training budgets were reviewed to ensure all employees have equal access to training and development across the Council; enabling each service to have access to a Service Training and Development budget for service specific training events, seminars, conferences and team building away days.

Corporate Management Team (CMT) agreed to all the recommendations included in the report dated 28 October 2014:

- The training budgets are reviewed to ensure employees have equal access to training and development across the Council; enabling each service to have access to a Training and Development budget for service specific training events, seminars, conferences and team building away days.
- Managers receive support and training to understand the budgets under their control.
- The Professional Training budget to be managed centrally by Human Resources as part of the Professional Career and Vocational Study Policy to ensure the policy is consistently implemented across the Council

### **Learning and Development Programme 2015/16**

- 2.6 The new Learning and Development Programme 2015/16, **Essential Reference Paper C**, focuses on the corporate priorities (People, Place and Prosperity) and support the Council's values and behaviours, building upon the Learning and Development Programme delivered in 2014/15 and employee engagement

through the Here to Help programme. The Corporate Training budget for 2015/16 is £28,000 and the estimated cost of the proposed training is £35,175.

The Learning and Development Programme 2015/16 has been split into three elements Core, Corporate and Personal. This will support the Organisational Development Strategy that reflects that learning and development should include core skills training, mandatory training but also support employees to develop personal skills; such as learning a language. This will be built upon in 2016/17.

### **Training Evaluation**

- 2.7 Training and Development is evaluated at the Council using the Pre and Post Training Evaluation forms, employees one to one's and PDR's.

The evaluation process has highlighted further development areas and Human Resources have been working with employees to ensure the additional learning needs are met. The Learning and Development Programme is in place to support employees and enhance their skills. The statutory professional training continues to build on employees core knowledge ensuring employees are up to date with current legislation and their CPD points.

### **Here to Help**

- 2.8 The Here to Help organisational development programme started in January 2014. Continuing through 2015, the programme focused on developing action proposals at local service level and corporate wide projects which emerged as the output of the Here to Help workshops.

Values and behaviours were launched with the goal of embedding the core values and positive behaviours in everything we do and generate a culture of continuous improvement where employees are engaged and empowered to make a difference.

The programme has recently delivered bite size training sessions to managers and employees; 279 employees attended the sessions. The training sessions looked at celebrating our achievements and success stories, how we build on this and how we get better at sharing successes. Manager's sessions additionally offered what tools there are to support managers to

implement change and how to engage and empower employees to continue to raise improvement ideas.

As part of the training, employees were asked what further bite size training sessions they would like in future **Essential Reference Paper D** and the feedback received will be incorporated in the learning and development programme 2015/16 and the E-learning programme 2015/16.

### **Members Training Plan 2013/14**

2.9 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 2014/15 a total of 700 training 'episodes' have been recorded. A detailed list of attendances is posted online 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 2015/16 has been agreed by the Charter Group and work is already well underway in preparation for the Members' induction programme following the May 2015 district elections.

## E-learning

- 2.10 Bob's Business has been funded from the corporate training budget and further licences have been acquired to ensure all employees have access to Bob's Business. Bob's Business specialises in Data Protection training; a training need identified during 2014/15. Currently 1,613 individual training exercises have been completed covering ID Theft, Data Protection, Email Etiquette, PCI Compliance, Printing and Keeping it Clear.

East Herts E-learning programme will be re-launched in June 2015 using the Vine East E-learning platform. A list of the courses to be programmed is included in **Essential Reference Paper E**. This will be built upon in 2016/17 to support the Here to Help programme.

## Performance Development Review Process (PDR)

- 2.11 The Head of HR and OD carried out consultation on the PDRs during January to March 2015 with all employees, managers, SMG and Unison. All employees were given the opportunity to comment on the following:

- Process – time of year/frequency/length
- Form - is there anything missing/layout/aid to discussion
- Training – is more training need for managers/staff on how to conduct a PDR meeting
- Meeting – does the meeting aid discussion on career development/opportunities/interests/training and development/your ideas/suggestions

The review and recommendations will be reported to CMT in May 2015.

On the 4 June 2015, 96.8 % of the January 2015 PDR reviews had been completed (January 2014 64.48%) and 94.8% of employees had objectives set (January 2014 54.51%). HR continues to support the Heads of Service to ensure the outstanding PDR's are completed and recorded. The Human Resources Committee will continue to receive regular updates on the progress of the PDR process.

The next round of PDR's will commence in June/July with the majority of employees 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 employees captured through the PDRs, managers and employees feedback and to ensure consistency will be amended if necessary to meet the employee's requirements in the next round of PDR's. This will ensure the training identified on the plan meets the corporate and employee needs, and all training delivered is relevant and value for money.

### **Proposed Actions 2015/16**

- 2.12 East Herts will participate in the National Graduate Development Programme again this year. East Herts currently have two graduates and it is proposed to recruit one graduate in 2015/16. The national scheme promotes local government to the graduate market on behalf of all councils in England and Wales. The graduates will work on strategic projects across the council having a minimum of three placements during their programme.
- 2.13 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. One applicant was put forward for the DCN programme in 2015/16, and has been advised their application was successful.
- 2.14 After the success of Local Authority Challenge East 2014 when East Herts were represented by two teams and won the Best Presentation award, the council will participate in the 2015 event. The event gives employees the opportunity to expand their skills set, works with others and gives an appreciation to the roles within local government.
- 2.15 Human Resources will look to build on the coaching/mentoring culture in the council by using internal and external coaches/mentors, where relevant. The coaching/mentoring will be provided to support employees explore different areas in their work which may include managing work demands, planning projects, tackling a new area of work or issues within their teams.
- 2.16 Employees in 2014/15 have pursued job shadowing opportunities in the Council to increase their knowledge and understanding of other roles and services in the Council. It is proposed to build on this success in 2015/16. Employees will be encouraged to pursue job shadowing opportunities across the Council and with partners

to increase their knowledge and skills.

2.17 HR continue to endorse the recommended training protocols to ensure staff are engaged in their learning and development:

- Turning up on time
- Staying for the whole of the event
- No use of phones (except in exceptional circumstances but this would be agreed with the trainer at the beginning of the course)
- Employees 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 the employee will be informed of the charge.

2.18 HR will continue to identify areas of improvement in the training and development provision and the performance development review process, strengthening the connection between learning and development needs and training programme outcomes.

2.19 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.

2.20 HR have been investigating NVQ funding streams and the following NVQ's currently attract funding:

- Business Administration levels 2 and 3
- Customer Services Levels 2 and 3
- Team Leading Level 2
- Management Level 3

Some employees have expressed an interest in pursuing an NVQ and HR are working with them to confirm they meet the required funding criteria.

2.21 The Training and Development Policy will be reviewed to ensure it reflects best practice and incorporates and supports the Council's learning and development programme and Organisational Development Strategy.

2.22 The Professional, Career and Vocational Study policy will be

reviewed to reflect the recommendations made following the Training Budget Review (see 2.5)

- 2.23 The Bite Size training events will be built upon in 2015/16 following feedback received from employees under the Here to Help programme.

### **3.0** Recommendations

- 3.1 The Learning and Development Programme for 2015/16 is agreed.

### **4.0** Implications/Consultations

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

### Background Papers

CMT Report 28 October 2014 - Review of Training Budgets 2013/14 & 2014/15, **Essential reference Paper 'F'**.

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