

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 6 July 2016

REPORT BY HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

LEARNING AND DEVELOPMENT REVIEW 2015/16

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

- To review the Learning and Development Programme delivered in 2015/16 and approve the Learning and Development Programme for 2016-18

RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE:

That:

(A)	the annual report is noted and Learning and Development Programme 2016-18 be approved

1.0 Background

The 2015/16 Learning and Development Programme offered a range of learning and development opportunities designed to meet corporate and individual needs. The range of development needs were identified corporately and through individual PDR's. Development opportunities were delivered by facilitated events, workshops, job shadowing, mentoring, coaching, webinars and e-learning.

In 2015/16, 2946 delegates attended or participated in some form of corporate training (an average of 8 sessions per headcount), an increase of 508 delegates compared to 2014/15 attendance figures (2,438). The increase was due to the range of different events open to employees and the re-launch of the e-learning platform SkillsBuild.

The events delivered were well received and the evaluation feedback has been collated and will be considered when booking further events.

The facilitated events have also highlighted areas for future development; these have been investigated and introduced into the learning and development programme for 2016-18.

2.0 Report

Corporate Training 2015/16

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

Corporate Training Budget 2015/16

2.2 The total training and development budget for the council in 2015/16 was £144,890 (£130,010 in 2014/15).

The corporate training budget in 2015/16 was £28,000 (£28,000 in 2014/15).

	Budget 16/17	Budget 15/16 £	Spend 15/16 £	Budget 14/15 £	Spend 14/15 £
L&D budget	145,990	144,890	114,362	130,010	95,655
Corporate	35,000	28,000	24,878	28,000	28,397
Service Training & Development	80,990	96,890	70,524	61,340	57,109
Professional Training	30,000	20,000	18,960	£40,670	£10,499

The total spend on the corporate budget to date for 2015/16 is £114,362 (compared to £95,655 in 2014/15).

The 2015/16 Learning and Development Programme is currently predicated to be delivered under budget by £3,122 (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 2015/16 Learning and Development Programme was delivered by external facilitators, internal presenters, webinars 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.

Employee's attendance on corporate events has improved; however, there was a rise in last minute cancellations which were scrutinised and challenged with the employee and line manager.

Employees are informed of training opportunities via email and individuals are approached directly when they have requested specific training in their PDR.

Service Training and Development

- 2.3 The total services training and development budget for 2015/16 was £96,890, which was divided amongst the services for additional training and development. This budget is predominantly used for service specific training, one day conferences, seminars, training and team building events.

The budget breaks down to £263 per employee based on 368 employees, the employee head count in April 2015. The training and development budgets were managed by each Head of Service, to date £70,524 of the budget has been spent leaving an estimated under spend of £26,365.

Professional Training

- 2.4 The process for applying for sponsorship from the professional training budget changed in 2015/16, ensuring a more corporate approach was taken. The Head of HR and Organisational Development managed the budget and development/sponsorship requests were signed off by the Corporate Management Team (CMT). The professional training budget was set at £20,000 in

2015/16; to date £18,960 has been spent on professional development an increase of £8,511 from 2014/15. The council sponsored employees undertaking various vocational qualifications, which included:

- LGA/KBA Strategic Leadership
- CIPFA
- MSc degree in Spatial Planning
- BSc in Building Surveying
- PA and Secretary Professional Development Programme
- Diploma in Public Relations
- Diploma in Business Leadership

In addition to the corporate professional development budget the Shared Revenues and Benefits Services have sponsored four Officers towards gaining their IRRV qualification. The cost currently £4362 comes from the Shared Revenues and Benefits Services' professional budget.

All employees funded for professional qualifications 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 held centrally in Human Resources.

The professional training budget has been increased for 2016/17 to £30,000.

Learning and Development Programme 2016-2018

2.5 The new Learning and Development Programme 2016-2018, **Essential Reference Paper C**, focuses on supporting employees to deliver the corporate priorities:

- Improve the health and wellbeing of our communities
- Enhance the quality of people's lives
- Enable a flourishing local economy

It supports and embeds the council's Organisational Development Strategy 2015-2019. It focuses on supporting managers and employees on the transformation, culture and channel shift journey. It seeks to empower employees to challenge the status quo, be creative, be responsible and embrace modern ways of working. A focus of the two year plan is to also help employees

with personal reflection and growth through personal development, sabbaticals, secondments, mentoring, coaching; helping individuals to identify career aspirations.

The learning and development programme focuses on three elements Core, Corporate and Personal; ensuring that learning opportunities are delivered in a variety of ways to support the different learning styles of the employees for example workshops, facilitated sessions, networking forums, work shadowing, coaching, e-learning and webinars.

Training Evaluation

- 2.6 Training and development is evaluated at the council using the Pre and Post Training Evaluation forms, employees one to one's and PDR's. If the evaluation process highlights further development areas; Human Resources works with managers and employees to ensure any additional learning can be met.

Members Training Plan 2015/16

- 2.7 The Member Development Plan 2015/16 was delivered using several types of learning styles:
- Induction Conference Day (new councillors elected)
 - Mentor support groups (for those working with newly elected members)
 - Workshops/seminars: face to face, group training
 - Self-study books - linked to a follow up discussion group
 - Action Learning Sets (now called member support groups)
 - Member Briefings open to all, delivered before/during committee meetings
 - Focused training delivered as an agenda item (Audit, CBS)
 - Specialist/technical training (Development Management, Licensing)
 - Tour/visit (waste and recycling, leisure centres)

During 2015/16 a total of 1039 training 'episodes' have been recorded. A detailed list of attendances is posted online on the profile page of each member.

Training has been delivered predominately in-house but 101 of the attendances have been at external events and seminars.

Relevant training has been shared with neighbouring authorities and opened up to town/parish councils.

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

An outline member development programme for 2016/17 is being prepared and will go to the Member Development Group on 26 May 2016.

Elearning

- 2.8 Bob's Business continues to be funded from the corporate training budget which ensures all employees have access to modules on data protection and FOI. During 2015/16 1882 individual training exercises were completed covering ID Theft, Data Protection, Email Etiquette, PCI Compliance, Printing and Keeping it Clear.

East Herts Elearning programme SkillsBuild was re-launched in 2015/16. 496 individual training courses have been completed since the re-launch covering chairing a meeting skills, presentation skills and safe guarding children and young people. There are further courses in development including Microsoft skills, Induction, email stress and wellbeing at work.

Performance Development Review Process (PDR)

- 2.9 The learning and development programme reflects the training needs of employees captured through the PDR process. The new PDRS scheme to be launched in 2016 builds on the feedback gained from employees to strengthen the connection between training needs identified through PDR and training programmes and outcomes.

Investors in People (IiP) Silver Award

- 2.10 In April 2016 the council was assessed and awarded the IiP silver award (**see Agenda item 7 Essential Reference Paper B**) for the council's IiP report). This is a great achievement for the council.

Proposed Actions 2016/17

- 2.11 **National Graduate Development Programme.** East Herts currently employ two graduates (with their fixed term contracts due to end Sept 2016), and the council is committed to recruit a graduate in 2016/17. East Herts is working in partnership with Hertfordshire County Council to develop the opportunities available to the graduates. We have also supported two County graduates in Strategic Finance and one of East Herts graduates is currently working in Corporate Policy at County Hall. The new graduate will work on strategic projects across the council having a minimum of three placements during their programme.
- 2.12 **Apprenticeship Programme.** In 2016 the council will launch an apprenticeship programme. The programme will be coordinated corporately by Human Resources. The apprentices will be based in services that have identified a need and can support the development of the individual. The council target is to employ 8 apprentices across the services areas.
- 2.13 **Local Authority Challenge East 2016.** The council has participated in the event for the last two years. The event gives employees the opportunity to expand their skills set, experience different roles and work alongside officers they don't have the opportunity to work with on a daily basis.
- 2.14 **Coaching/mentoring culture.** Internal and external coaches and mentors have been arranged to support officer development where appropriate during 2015/16. Coaching and mentoring provides an alternative way for officers to explore different areas of their work which may include managing work demands, planning projects, tackling a new area of work or issues within their teams. Human Resources will continue to embed this practice during 2016/17.
- 2.15 **Job shadowing/Sabbaticals/Secondments.** The leadership team wish to expand these opportunities in 2016/17. It is hoped the opportunities will increase knowledge and skills with partners and give employees the opportunity to consider career development and promote the sharing of good practice.
- 2.16 **Training Protocols.** Human resources will 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 (expect 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.

2.17 Human Resources will continue to identify areas for 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 Human Resources continue to work with partners and other councils to achieve value for money in the delivery of programmes.

2.20 The learning and development intranet pages will be reviewed to ensure they reflect best practice and keep employees informed of the development opportunities available to them to support the organisational development strategy as part of the review of the intranet project.

3.0 Recommendations

3.1 The Learning and Development Programme for 2016/18 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 - None

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