

# **East Herts Council Report**

## **Human Resources Committee**

**Date of Meeting:** 5 August 2020

**Report by:** Head of Human Resources and Organisational Development

**Report title:** Learning and Development Review 2019/20

**Ward(s) affected:** None

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### **Summary**

#### **RECOMMENDATION FOR Human Resources Committee:**

##### **(a) That the committee to note the report**

#### **1.0 Proposal(s)**

- 1.1 The committee is asked to consider the learning and development undertaken in 2019/20.

#### **2.0 Background**

- 2.1 The 2019/20 learning and development programme focussed on delivering a range of learning and development opportunities designed to meet corporate and individual needs in the most cost effective way.
- 2.2 The development needs were identified corporately and through individual PDR's.
- 2.3 Development opportunities were delivered by facilitated events, workshops, job shadowing, mentoring, coaching, webinars and

e-learning.

### 3.0 Report

3.1 Training budgets at the Council have been historically split into four main areas:

- Central/Corporate training budget
- Service training and development budget
- Professional training budget
- Health and Safety

	<b>Budget 2019/20</b>	<b>Spend 2019/20</b>	<b>Budget 2020/21</b>
Central/Corporate	£20,000	£16,736	£ 20,000
Service Training & Development	£48,860	£64,098	£ 60,860
Professional Training	£20,000	£13,508	£ 20,000
Health & Safety	£ 3,000	£ 5,535	£ 3,000
<b>Total L &amp; D Budget</b>	<b>£91,860</b>	<b>£99,877</b>	<b>£103,860</b>

The total spend for learning and development corporately in 2019/20 was £99,877 an overspend of £8,017. The budgets managed centrally by HR (Corporate, Professional and H&S) were kept in line with the overall £43,000 budget with a small underspend of just over £7,000 achieved. It was expected that the professional budget would be overspent and this was agreed by LT but this was overcome in part due to charges being delayed and more significantly due to £9,500 being funded through the apprenticeship levy pot. The total budget for 2020/21 is £103,860 compared to £91,860 in 2019/20 providing an extra investment of £12,000 for the learning and development of staff in the local service training budgets.

An additional £28,704 was spent through the apprenticeship levy to fund the apprentice's qualifications.

The average development cost per employee in 2019/20 was £304 (excluding apprentices) based on the headcount of 328 in April 2019.

### 3.2 **Central Training Budget**

The Human Resources Officer continues to review the spending costs associated with the central training budget. The officer negotiates with training providers and contractors to improve the costs being charged for all events. The Human Resources Officer consults with other local council's to arrange shared events to minimise costs, share learning and build relationships.

The 2019/20 Learning and Development programme was delivered by external facilitators, internal presenters (including the HR Officer who designs and delivers training content both face to face and through e-learning), webinars and e-learning. These events are funded from the corporate training budget.

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

In 2019/20 454 delegates attended or participated in some form of face to face corporate or health and safety training (detail of the Health and Safety Training is included in the annual Health and Safety Report).

The table below shows the breakdown of the 454 face to face sessions:

<b>Event/Course</b>	<b>No of participants</b>	<b>Type/ Number of sessions held</b>
Introduction to Procurement	22	3
First Aid at work refresher	8	2
Safeguarding	84	5
Corporate Induction	19	4
E Car Training	27	4
Attending meetings and networking	5	1
My View Sickness	6	1
Dementia Friend	7	1
Difficult conversations	28	4
Recruitment	7	1
Court Training	17	1
First Aid at Work (Qualification)	12	2
Retirement - Personal Financial Planning	15	3
Retirement - Half Day	8	1
Dealing with violence and aggression	58	6
Democratic Services Drop In	11	2
Ladder User and Working at Height	20	2
Fire Marshall Bitesize	27	6
Electrical Safety Awareness	2	1
Budget Monitoring	6	1
Intend procurement	4	1
Project Management Bitesize	6	1
Managing the Tender Process	7	1
Working with Volunteers	8	1
Risk Management Bitesize	3	1
Communication Team Away Day	4	1
Mental Health Training (Managers)	33	4
<b>Total</b>	<b>454</b>	<b>61</b>

A mandatory training programme was launched in 2019 and delivered through SkillsBuild the Council's e-learning platform. All employees, agency staff and new starters were asked to complete 6 training courses. In total 1,676 training episodes were recorded.

<b>Course</b>	<b>No. of participants that completed the course</b>
Display screen equipment	323
Equality and Diversity Introduction	281
GDPR Essentials	265
Introduction to Health and Safety	261
Micollab	279
Safeguarding Awareness	267
<b>Total</b>	<b>1676</b>

The mandatory training programme for 2020 was launched in January 2020. It was agreed the following training courses would be revised and refreshed to be delivered through SkillsBuild. All employees, agency staff and new starters are required to complete these courses:

- Equality and Diversity refresher
- GDPR
- Introduction to Health and Safety Refresher
- Safeguarding Awareness refresher

In addition new starters are also required to complete the Display Screen Equipment and Micollab training courses as part of their induction.

In 2019/20 a Lone Working e-learning course was created and launched to staff. The course was designed to ensure officers

understood how to use the Guardian 24 devices and make them aware of the lone working protocols. To date 70 officers have completed the training after a targeted campaign.

The Human Resources Officer is working with the Leadership Team and Senior Officers to develop the e-learning programme to ensure the programme continues to grow and is fit for purpose. The e-learning platform is funded from the central training budget.

### **3.3 Service Training and Development**

The total service training and development budget for 2019/20 was £48,860, 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 £149 per employee based on the employee head count on 1 April 2019 (328). The training and development budgets are managed by each Head of Service. The 2019/20 budget was overspent by £15,238 leading to a budget increase for 2020/21 to reflect the developments requests from the services. The revised budget breaks down to £182 per employee based on the employee head count as of the 1 April 2020 (335).

### **3.4 Professional Training**

The professional training budget was set at £20,000 for 2019/20 and was under spent by £6,492. It was predicted that the budget would be overspent but after investigation it was identified that a degree qualification was eligible for funding through the Apprenticeship Levy redirecting a £9,500 spend from this budget.

The Council sponsored employees undertaking various

vocational qualifications, which included:

- 2 x MSC Town Planning
- CIPFA final exams
- MSC Environmental Health
- BSc(Hons) Building Surveying
- ACCA Advanced Audit and Assurance

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 £3145) 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 reclaim 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 for 2020/21 remains at £20,000.

### 3.5 **Apprentices**

The Council sponsored 9 apprenticeships in 2019/20.

- Customer Services – Level 2
- 3 x Town Planning – Level 3
- Human Resources – Level 3
- 2 x Business Administration Level 3
- Accountancy – Level 3
- Chartered Surveyor – Level 6

The Council funded the upskilling of two Officers through the levy and seven apprentices. Four apprentices now have

permanent or fixed term contracts and two are continuing with their apprenticeship at the Council. One apprentice has moved to another (more local) authority, continuing to work and studying in the same field.

Human Resources continue to work with managers and training providers to develop the Council's Apprenticeship Programme within the current limitations of COVID-19.

### **3.6 Election Training**

In December 2019 the Human Resources Officer supported the Elections Team by delivering training to all the Presiding Officers and Poll Clerks recruited for the December 2019 elections. This is the first time HR had lead on these events which received positive feedback from the attendees. The Human Resources Officer had agreed to repeat the training for The Police and Crime Commissioner Elections but they were cancelled due to COVID-19.

## **4.0 An overview of Learning and Development 2020/21**

- 4.1 The learning and development needs for this year are being collated from the PDR's and the Human Resources Officer is working with members of the Leadership Team to ensure the learning meets the needs of the Council to deliver its priorities.
- 4.2 The Human Resources Officer with the responsibility for Learning and Development is continuing to support corporate projects such as sustainability, safeguarding, the customer complaints, comments and compliments policy and East Herts Together by designing and delivering training and presentations to help embed the projects throughout the Council, ensuring the best use of project budgets and resources.
- 4.3 Continuing to develop the e-learning platform and the mandatory e-learning courses ensuring they are up to date and

further courses are designed and developed for Officers and Members to help implement policies and projects.

The Human Resources Officer designs, creates and uploads the e-learning courses so each course is bespoke.

- 4.4 The Human Resources Officer is currently working with all our training providers to review the way learning is delivered within the current COVID-19 guidelines so staff still have the same or more development opportunities than before the offices closed.

Training will be delivered on line and virtually as we continue to develop and engage with staff.

- 4.5 Work is underway to revise the Training and Development Policy, to ensure it is fit for purpose.
- 4.6 The Human Resources Officer is working with the Digital Content Manager to development the learning and development pages on the intra-net pages, to ensure all development opportunities are fully accessible to all.
- 4.7 To continue to develop the Council's Apprenticeship Programme and support the apprentices and managers during their apprenticeship. The Human Resources Officer is working with the Leadership Team to review the programme taking into consideration the limitations of on-the-job training due to the current restrictions.
- 4.8 Reviewing and revising the Corporate Induction programme to reflect feedback received from the Chief Executive and the East Herts Together group.

## **5.0 Risks**

- 5.1 None

## **6.0 Implications/Consultations**

6.1 None

### **Community Safety**

No

### **Data Protection**

No

### **Equalities**

Yes, to ensure the development opportunities are accessible to all and staff receive training on equalities.

### **Environmental Sustainability**

Yes, the learning and development provision supports the sustainability project.

### **Financial**

Yes, the budget data has been provided by the Finance Team.

### **Health and Safety**

Yes as set out in this report and the report has been produced by HR with includes the H&S Officer.

### **Human Resources**

Yes as set out in this report and the report has been produced by HR.

### **Human Rights**

No

### **Legal**

No

### **Specific Wards**

No

## **7.0 Background papers, appendices and other relevant material**

7.1 None

**Contact Officer**      Simon O'Hear, Head of HR and OD  
[simon.o'hear@eastherts.gov.uk](mailto:simon.o'hear@eastherts.gov.uk)

**Report Author**      Helen Farrell, Human Resources Officer  
[helen.farrell@eastherts.gov.uk](mailto:helen.farrell@eastherts.gov.uk)