

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 5 JULY 2017

REPORT BY HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

LEARNING AND DEVELOPMENT REVIEW 2016/17

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

- To review the Learning and Development Programme delivered in 2016/17

RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE:

That:

(A)	The annual report be noted
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1.0 Background

The 2016/18 learning and development programme offers a range of learning and development opportunities designed to meet corporate and individual needs. 2016/17 annual report is the first year of the two year learning and development plan that was agreed by HR Committee in July 2016. 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 2016/17, delegates attended or participated in some form of corporate training (an average of 7 sessions per headcount), a decrease of delegates compared to 2015/16 attendance figures (2,946). The figures were higher last year due to corporately targeted training for finance and procurement.

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

Central Training 2016/17

- 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 2016/17

- 2.2 The total training and development budget for the council in 2016/17 was £145,990 (£144,890 in 2015/16). This equates to £405 per employee based on the headcount of 360 on the 1 April 2016.

The central training budget in 2016/17 was £35,000 (£28,000 in 2015/16).

	Budget 17/18	Budget 16/17	Spend 16/17	Budget 15/16 £	Spend 15/16 £
L&D budget	147,330	145,990	109,656	144,890	114,362
Central	40,000	35,000	32,340	28,000	24,878
Service Training & Development	77,330	80,990	66,027	96,890	70,524
Professional Training	30,000	30,000	11,288	20,000	18,960

The total spend on the corporate budget for 2016/17 is £109,656 (compared to £114,362 in 2015/16).

The Local Government Workforce Survey 2015/16 published in March 2017 reported that the average cost per employee by districts on training and development was £234 per employee, compared to the council's £405 per employee.

Human Resources continue to review the spending costs associated with the central 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 2016/17 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 2016/17 was £80,990, 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 £225 per employee based on the employee head count on 1 April 2016. The training and development budgets were managed by each head of service, to date £66,027 of the budget has been spent leaving an estimated under spend of £14,963.

Professional Training

- 2.4 The professional training budget was set at £30,000 in 2016/17; to date £11,288 has been spent on professional development a decrease of £7,672 from 2015/16. 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 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 2017/18 remains at £30,000.

Learning and Development Programme 2016-2018

2.5 The 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 digital 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.

The learning and development programme in 2017/2018 includes the launch of the management development programme for senior managers. The programme was launched in April 2017 and is designed to support the council's values and behaviours and the 21st century public servant.

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 2016/17

- 2.7 The Member Development Plan 2016/17 was delivered using several types of learning styles:
- Induction Meetings (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)
 - Specialist/technical training (Development Management, Licensing)
 - Tour/visit (planning)
 - E-Learning (Bob's Business)

During 2016/17 a total of 80 training events were delivered. A detailed list of attendance is posted online on the profile page of each member.

The Local Government Workforce Survey 2015/16 reported that the average cost per councillor by districts on training and development was £137 per councillor.

Training has been delivered predominately in-house but in addition, training has been delivered by external trainers and Members have attending external training run by organisations such as the Local Government Association and the Centre For Public Scrutiny.

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 2017/18 went to the Member Development Group on 20 April 2017.

E-Learning

- 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 2016/17 individual training exercises were completed covering ID Theft, Data Protection, Email Etiquette, PCI Compliance, Printing and Keeping it Clear.

SkillsBuild the council e-learning programme has delivered chairing a meeting and presentation skills in 2016/17.

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 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.

Health and Safety Training

- 2.11 Health and Safety training was reviewed in 2016/17 and training has been delivered to updated officers skills in manual handling, fire marshall training, evac chair and lone working. A rolling programme is now being devised to keep officers knowledge up to date and training is being designed to support the review of the Health and Safety policy.

Proposed Actions 2017/18

- 2.12 **National Graduate Development Programme.** East Herts currently employees one graduate (with their fixed term contract due to end Sept 2017). 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 the council's 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.

The Local Government Workforce Survey 2015/16 reported that for districts there was a median of zero for the placement of graduates in 2015/16 as most did not provide any graduate placements. The average was two. East Herts council has employed between two and three graduates between 2015 and 2017.

- 2.13 **Apprenticeship Programme.** East Herts has employed 6 apprentices, 2 NVQ Level 3 Business Administration Apprentices, 3 NVQ Level 2 Business Administration Apprentices and 1 NVQ Level 2 Customer Services Apprentice. They have been based in:

- Human Resources
- Executive Support
- Property and FM
- Customer Services
- Revenues and Benefits Shared Services
- Legal and Democratic Services

All the apprentices have received their academic support through Hertford Regional College and are due to complete their NVQ's in July 2017. All apprentices have received mentoring alongside the management and college support. All apprentices have been

encouraged to attend corporate learning and development opportunities whilst at the council.

East Herts is part of the EELGA Apprentice Get Up and Grow campaign and the HAA (Hertfordshire Apprenticeship Alliance) to support our apprenticeship programme. The council has also joined Hertfordshire County Council and other district/borough councils in a joint procurement process to ensure the council's get best value for money when procuring training providers for our new apprentice cohorts 2017/18.

The Local Government Workforce Survey 2015/16 reported that the average number of apprentices directly employed or placed in 2015/16 was 5 in districts. East Herts council did not employ any apprentices in 2015 but launched its new apprenticeship programme in 2016 and currently employs 6 apprentices.

- 2.14 **Local Authority Challenge East 2017.** The council has participated in the event for the last three 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.
- 2.15 **Coaching/mentoring culture.** Internal and external coaches and mentors have been arranged to support officer development where appropriate during 2016/17. 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 2017/18.
- 2.16 **Job shadowing/Sabbaticals/Secondments.** The leadership team wish to expand these opportunities in 2017/18. 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.
- 2.17 **Dragons Apprenticeship Challenge.** The council supports this programme for young people by providing mentors; giving senior managers and leadership team opportunities to mentor young people on enterprise schemes raising money for charities.
- 2.18 **Training Protocols.** Human Resources will continue to endorse the recommended training protocols to ensure employees 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.

2.19 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.

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

2.21 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.

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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