

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 13 JULY 2011

REPORT BY EMMA FREEMAN, HEAD OF PEOPLE AND ORGANISATIONAL SERVICES

CORPORATE TRAINING REVIEW 2010/11

WARD(S) AFFECTED: None

RECOMMENDATION :

(A)	To review the Training Plan 2010/11 and support the recommended programme for 2011/12.
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1.0 Purpose/Summary of Report

1.1 This report reviews the learning and development for the authority in 2010/11 and proposes a plan for 2011/12.

2.0 Contribution to the Council's Corporate Objectives

2.1 Fit for purpose, services fit for you.

Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.

3.0 Background

3.1 The Corporate Training Plan 2010/11 was delivered within budget and offered a selection of training focusing on continued management development, information workshops, IT training and mandatory/legal requirements.

In 2010/11 221 delegates attended training and briefings funded from the corporate training programme.

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

3.2 The new Corporate Training Plan 2011/12 focuses on the corporate priorities and programmes and builds upon the corporate training plan delivered in 2010/11.

- 3.3 The Performance Development Reviews (PDR) completed in January 2011 are currently being evaluated and the findings feedback to the appropriate managers.
- 3.3 In January 2011 76% of PDR reviews were completed and 71% completed objectives. The next round of PDR's has commenced with the majority of staff having their mid year review in June/July with one service having their full PDR.
- 3.4 The Corporate Training Plan has been devised to reflect the training needs of staff highlighted through staff PDRs and will be amended if necessary to meet the staff requirements in the mid year reviews. This will ensure the training identified on the plan meets the corporate and staff needs, ensuring all training delivered is relevant and value for money.
- 3.5 Training will be provided to support managers through the PDR process. The aims of the event will be devised from the feedback collated during the quality checking exercise.

4.0 Report

4.1 **Corporate Training 2010/11:**

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 evaluation.

4.2 **Cost**

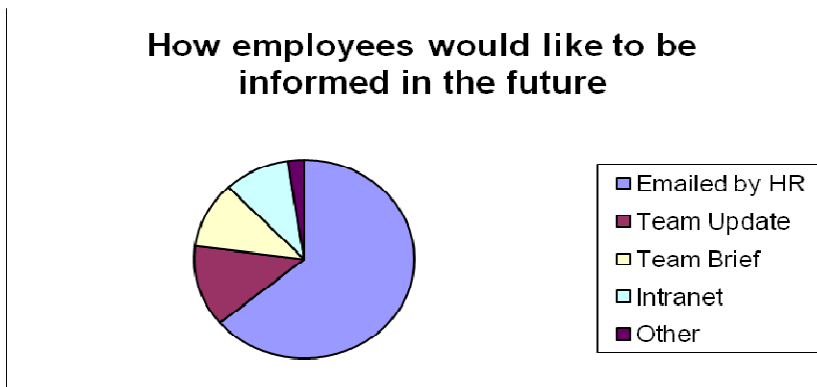
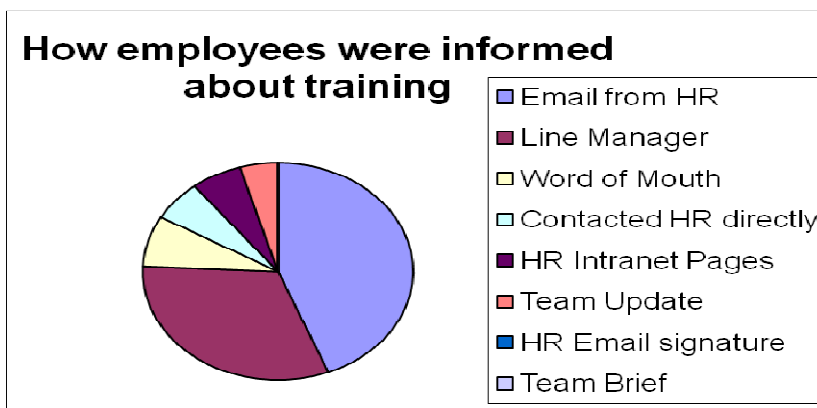
The total budget for training and development Council wide was £165,520 in 2010/11. This figure is 1.38% of the Council's staffing budget. The corporate training budget was £60,300.

The total spend on Corporate budget for 2010/11 was £28,115.

The Corporate Training Plan was delivered under budget. Human Resources made a commitment to review the spending costs associated with the corporate training spend. Officers negotiated with training providers and contractors to improve the costs being charged for events and in some instances changing providers. An example of this is the RIPA training, the change in provider made a cost saving of £1,135 per event. It should also be reported that in

2010/11 no corporate wide external training events were held. In-house events have been run using the Council's own expertise to deliver events which has kept costs low.

4.3 Low attendance at some events could have been due to the new way of advertising training events. Human Resources were asked to trial advertising all training in Team Update magazine instead of sending all staff emails. Managers and staff feedback that Update is not the first place staff will look for training and therefore some staff missed the advertisements when placed. Due to the feedback received an additional question was added to the evaluation form to track how staff found out about training events. Summarised below:



Human Resources produce a monthly newsletter to advertise events which is sent by subscription only and has received positive feedback. A recommendation is that this newsletter is emailed to all staff and made available on the intranet, this will increase the number of staff attending the training courses offered.

4.4 Training has been advertised and shared with town councils, four

town council employees have taken up the opportunity to attend our events charged at £50 per head. The town councils also requested details of some of our providers so they could arrange training direct.

4.5 Service Training and Development

£43,220 was 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 £123.49 per member of staff based on 350 employees. The budgets are managed well by the Heads of Service, spending a total of £25,037 leaving an under-spend of £18,183.

4.6 Professional Training

£59,200 was allocated to the Services for professional training fees. All staff funded for qualifications from the professional training budgets have to sign training agreements as part of the Professional Career and Vocational Study Policy, which allows East Herts to re-claim a percentage of funding if they leave the Council within two years.

The Council sponsored the further studies of 39 members of staff.

A total of £43,002 was spent on professional qualifications.

5.0 Corporate Training Plan 2011/12

5.1 The Corporate budget for 2011/12 is £51,300 (This total is minus £9,000 saving 2011/12 identified in the MTFP). The Corporate Training Plan has been designed to be delivered within budget. Any additional learning and development programmes or priorities identified throughout the business year would require a review of priorities or additional funds resourced.

5.2 East Herts Council has gone through and continues to go through a period of significant change, both in terms of business operations but also in its requirements and expectations of its employees.

The MTFP identifies the significant challenge faced by the council over the period. It is important that the Corporate Training Plan supports the Council to face those challenges by developing

employee's skills and knowledge to create a flexible, productive workforce.

To aid the Council in reaching its goals and delivering its priorities there is a need to develop and refresh the skills that our employees require. The Corporate Training Plan will aim to support change management and give staff the skills, knowledge and confidence to embrace new ways of working.

5.3 To ensure that East Herts provides appropriate and relevant skills development at all levels within the Council, the proposed Corporate Training Plan (**Essential Reference Paper C**) offers core, legislative and development learning interventions, which will provide knowledge and learning critical to personal and the Council's success.

5.4 By adopting the Corporate Training Plan 2011/12, we will continue to ensure that;

- Critical mandatory and legislative requirements are met and recorded.
- We deliver learning which is relevant to both the Council priorities and personal development
- The Council offers equal access to learning and development opportunities to all employees and will monitor the effectiveness of this commitment through evaluation.
- We support staff and management development to bring about the change and improvement needed to make the Council an excellent Council.
- We provide a flexible and adaptable plan which can be tailored to individual development and change to meet the needs of the Council.
- Work with partners to achieve value for money in the delivery of programmes.

6.0 Recommendations for 2011/12

6.1 The training newsletter is emailed to all staff and made available on the intranet.

6.2 HR recommend the training protocols introduced in 2009/11 to reflect the professional of the trainers and the council remain in place.

- 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

6.3 No catering provision will be provided for internal events.

6.4 Courses are continued to be advertised to the Town Council and other districts and boroughs to bring in income in the corporate training plan.

6.5 We will work with partners to achieve value for money in the delivery of programmes.

Background Papers

None

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