

Learning & Development 2015/16

Spend

The budget for the past three years is detailed below:

| | 2013/14 | | 2014/15 | | 2015/16 | |
|--------------|---------------|--------------|---------------|--------------|---------------|--------------|
| | Budget Amount | Budget Spend | Budget Amount | Actual Spend | Budget Amount | Actual Spend |
| | £ | £ | £ | £ | £ | £ |
| Professional | 22631 | 9644 | 22631 | 6846 | 15000 | 10239 |
| Skills | 18388 | 21636 | 18388 | 45920 | 18388 | 21556 |
| Corporate | 30500 | 19871 | 30500 | 19899 | 16000 | 13554 |
| Total | 72130 * | 51749 ** | 71829*** | 72889**** | 49802***** | 45349 |

* Inclusive of £611 Central charges to services

** Inclusive £598 Central charges to services

*** Inclusive £310 Central charges to services

**** Inclusive of £224 Central charges to services

***** Inclusive of £414 Central charges to services

In response to the financial challenges faced by the Council there was a freeze on training between August 2015 – Mar 2016. This action was taken to address the deficient that had been identified at the beginning of the year. This resulted in limited development opportunities for staff although some essential training took place such as first aid and health and safety.

It should be noted that the budget amounts for 2015/16 were reduced as a result of the training freeze. The number of employees as at 31 March 2016 was 299 resulting in a spend of £152 per employee compared to £214 per person in 2014/15 which again has been affected by the freeze. The CIPD Annual Survey Learning & Development report stated that the median annual training budget per employee was £238 in 2014 for the public sector which has reduced from £250 in 2013.

In 2015/16 the staffing budget was C£11,000,000 and the training budget was £49,802 which is 0.45% of the staffing budget a reduction from 0.65% in 2014/15 but impacted by the training freeze.

Individual and team development needs are analysed by HR and a training needs analysis is undertaken to identify appropriate budget. During the analysis for 2015/16 the following broad training needs were identified:

- Professional Courses
- Management Skills
- Practical & Operational
- Office Skills
- Legal Updates
- Health & Safety/ First Aid/ Fire

This paper will take you through the 2015/16 training activity which includes:

- Induction Training for New Employees (Corporate and HR specific)
- Professional, Skills and Corporate Training
- E Learning – statutory and legislative awareness
- Leadership Training / Coaching
- IT Skills Training
- Statutory Skills Training (eg Health & Safety, driver skills etc)

Remodelled Induction

Induction of new employees is structured over a six month period to ensure that all new employees to the Council have a sound understanding of what is expected as a Council employee and what skills and behaviours are necessary to undertake their job.

The Corporate induction event has been updated with a more interactive approach where new employees get the opportunity to network with other employees in other areas.

During 2015/16 two Corporate Induction sessions were held in December 15 with 19 attendees and February 16 with 7 attendees. The Corporate Induction has undergone significant change with the change in Leadership. It took some months in the early part of 2015 to revamp and invite key individuals across the organisation to develop and participate in the event. The remodelled Corporate Induction will be held on a rolling basis throughout the year.

Six HR Inductions were held with 37 attendees. Out of our 54 appointments during 2015/16 fifteen posts were filled by internal applicants. They did not attend the

induction sessions as they would have attended previous sessions when they first joined EEBC. This resulted in 2 new starters not attending.

Professional Training

Professional training is for staff in professional roles and usually results in a recognised qualification. These courses tend to be role specific and can be expensive but the Council is committed to ensuring those in professional roles have the relevant qualifications. During the year we have supported staff in gaining their professional qualification in:

- Certificate of Professional Competence (CPC) – Driver Training
- CIPD / LGA Aspire HR Business Partnering Programme
- CIPFA Whole Government Accounts
- CIPFA Institute of Revenues Rating and Valuation Technician
- Citrix Administration Management
- MS Server 2012
- NVQ Team Leader
- iShare GIS

Skills Training

Skills training covers a broad range of subject areas and is applicable to a diverse range of roles or can be applied to the development of the individual. This type of training is mostly offered through the Surrey Learn Partnership (SLP) shared programme. SLP is made up of HR/Training practitioners from the 11 authorities throughout Surrey and meets 6 times a year to develop training strategies and share best practice. Economies of scale mean that the Boroughs and Districts can take advantage of shared training programmes at a very reasonable cost.

In 2015/16 16 employees attended SLP courses totalling a spend of £1739. The cost per delegate was £92. This is exceptional value for money for these types of courses. This is a significant reduction from last year due to the training freeze.

Corporate Training

The usual practice is that Corporate training is identified at the beginning of each year by managers and HR and a programme is put in place. With the training freeze in place there was limited corporate training undertaken. This year it included:

- Leadership Development
- Appraisal Training for Staff and Managers

E Learning

EEBC changed provider in 2015 to offer e-learning through a company called Learningpool. The course platform is externally hosted so courses can be accessed by staff from any computer at work or at home.

There are 6 mandatory courses which form a part of the Induction programme. These courses must be completed by the 2 month probation point. The mandatory induction courses are Health & Safety, Data Protection, Fire Safety, Equality & Diversity Manual Handling and VDU Workstation Assessment. The cost of the e-learning package for an unlimited number of users is £3600 pa which is a very cost effective £11.50 per person.

Management Training

SLP provide a Management Development Programme on a modular basis. Due to the training freeze this year no staff have undertaken this programme.