

NON EXEMPT

**EAST HAMPSHIRE DISTRICT COUNCIL/HAVANT BOROUGH
COUNCIL**

Joint Human Resources Committee

10 June 2014

**CORPORATE TRAINING PLAN 2014-15
Report of the Service Manager (HR)**

FOR DECISION - Information Item

Key Decision: N/A

1.0 Purpose of Report

- 1.1 This reports provides Joint HR Committee with an overview of the corporate training needs analysis [TNA] undertaken during Q4 13/14 and the subsequent Corporate Training Plan which has been developed for 2014 -15.
- 1.2 This Corporate Training Plan will ensure that the skills sets of employees are developed and training budget is spent in the areas of greatest need.

2.0 Recommendation

RECOMMENDED

- 2.1 That the members of Joint HR Committee are asked to:
- a) note the content of the report and the attached Corporate Training Plan for use across both Councils.

3.0 Introduction

- 3.1 Training needs analysis [TNA] is the process of identifying the training, learning and development needs of staff. It considers the skills, knowledge and behaviours of staff and looks at how to develop them, both to deliver the strategic objectives of each Council and support the individual's career progression.
- 3.2 In analysing the results from the TNA, account has been taken of each Councils strategic goals and future direction to anticipate the types of skills we will need our staff to develop in the future.
- 3.3 The results from the TNA have been formulated into a cohesive corporate training plan for 2014/15. This approach will ensure that the corporate

training spend is channeled in the right areas to develop key skills for the future.

4.0 Subject of the report

4.1 JMT and Extended JMT were asked to provide the Service Manager (HR) with their top three training priorities for their service area for the coming year along with analysis of the training needs identified through the 13/14 appraisal process. In addition to this, the Service Manager (HR) also reviewed the strategic plans and priorities of the councils along with feedback from the staff survey/peer review work to identify the types of skills needed for the future.

4.2 From this analysis six key areas of focus were identified as follows:

- Governance
- Organisational Performance
- Core Skills
- Management Development
- Delivering Differently
- Leadership Development

4.3 In summary these areas focus on the following:

Governance – Back to basics training which concentrates on providing staff with an understanding of corporate governance, who is responsible for delivering it and its relationship with service quality and trust in public service. By providing an understanding of corporate governance this training will enable staff to contribute to more efficient and effective organisational performance.

Organisational Performance – A suite of training modules to improve organisational performance by focusing on core areas of people management to ensure the effective performance management of staff. This training will provide managers with the skills needed to effectively conduct appraisals and manage performance issues, tackle difficult absence issues and resolve difficult work/relationship issues. There is also a focus on corporate performance with training being available for the 'agile' project management technique to enhance the delivery of projects.

Core Skills – This area again focuses on 'back to basics' and ensures that there is a suite of training modules which will provide staff with the core skills needed to do their job effectively. This element of the training plan is broad in range and covers areas from basic IT skills right through to influencing skills. Aimed at a variety of different audiences it is envisaged that this training will be discussed at 1-1's with staff and from there staff will be requested to attend courses relevant to them.

Management Development – Aimed at recently promoted managers this suite of training looks to provide managers with the core skills to manage

their staff effectively along with providing managers with an understanding of the relevant HR policies and procedures needed.

Delivering Differently – This will enable senior managers to think differently about their future delivery of service and help managers unlock innovative thinking in themselves and their service areas.

Leadership Development – Building on previous leadership development this suite of training aims to prepare senior managers for the future challenges facing the public sector to ensure we have high performing leaders in the future.

4.4 The corporate training plan can be found at Appendix A with further detail on the training need areas highlighted at Appendix B. There is a mix of in house and external delivery. It is envisaged that the training skill areas identified will be relevant for two years and as such the courses identified in the training plan will be delivered each year. However, during quarter 4 2014/15 the Service Manager (HR) will work with JMT and JMT Extended to review the current training plan and ensure that it still meets the needs of the organisation for 2015/16. If necessary a revised plan will be developed for next year.

4.5 Investment in people has never been more important to maximise the contribution of staff to the delivery of the corporate strategy and objectives. The staff survey indicated that just under half of staff agreed that they were able to access the development opportunities they needed and only 38% of staff agreed that training provided them with opportunities for career progression. Providing staff with the opportunity to attend courses will send a strong message regarding the investment the Council is prepared to make in their development and prepare staff for future career progression opportunities and promotion thereby supporting succession planning processes and retention.

5.0 Implications

Financial

5.1 There are no financial implications to report with this item. The corporate training budget will be used at each Council to deliver the training for the year.

Legal

5.2 There are no legal implications associated with this report.

Strategy

5.3 The implementation and delivery of a corporate training plan will send a strong message to employees regarding the importance of development. This will enable the Councils to meet the future challenges of delivering service in a very different way.

Customer access

5.4 None to report.

Risks

5.5 None to report.

Communications/Public Relations

5.6 This plan will need to be communicated to all staff. A communications message should ensure staff understand the reasons for continued development. Recognition of the investment the Councils are making in learning and development for staff should also be captured in the message.

East Hampshire/Havant

5.7 The implementation of this plan supports the future development of each Council ensuring we have staff equipped with the right skills to take partnership working to the next level.

6.0 Links to other projects

6.1 This supports the HR strategy and People Plan.

7.0 Conclusions

7.1 Continued investment in developing staff to ensure we have a skills base which prepares employees for the changing shape of partnership working and service delivery is crucial to the success of the Councils.

8.0 Recommendations

8.1 For Joint HR Committee to note the content of the report and the attached Corporate Training Plan for 2014-15.

Background papers used in the production of the report (national/regional/internal reports and research):

Agreed and signed off by:

Executive Head for Governance and Logistics: 21.5.14

Legal Services: 28.5.14

Executive Head for Marketing and Development: 21.5.14

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