

Appendix 1



Chester-le-Street
District Council

People and Place
Training and Development Plan



***People
& Place***

July 2008

People and Place

Training and Development Plan

1. Introduction

Following the Audit Commission Comprehensive Performance Assessment (CPA) rating of 'poor' in 2003 a new Chief Executive and a new Corporate Management Team was appointed in early 2005. This included the appointment of a Head of Organisational Development. The council agreed an Improvement and Recovery Plan which was subsequently reviewed based on sound organisational development improvement principles. This included establishment of tools and techniques such as Action Learning Sets and Continual Process Improvement. The council's Organisational Development Programme has been fundamental its development as an organisation.

A Corporate Plan was produced which established new seven priorities. This gave the council clear ambition and focus to move forward. Members worked closely with Corporate Management Team (CMT) and strongly supported the training and development of staff and Members. As a result of the success of the initiatives which staff were involved in the outcomes were:

- The council improved its CPA rating from 'poor' to 'good' within three years, the first council ever to do so;
- Through commitment to Members development the council was the first district to achieve the Members Charter in Autumn 2006;
- The council achieved Investors in People (IIP) Standard in September 2007

The council is now engaged in local government re-organisation and will cease to exist as an organisation in its own right on 31st March 2009. It has reviewed its Corporate Plan and produced a Transition Plan to guide business through the next year. It has focussed on one priority know as '***People and Place***'.

In its last year the council has given a commitment to support all staff with the transition to the new authority. The council must also ensure 'business as usual' over its final year as it still needs to prove that it is an improving council. It is important to have a robust and deliverable Training and Development Plan to support its progress in the last year.

2. Commitment to Investors in People

The Council, through its Improvement and Recovery Plan, gave a commitment to achieving Investors in People (IIP) and finally received accreditation in October 2007.

Investors in People recognises good practice in people management and development and links into continuous business improvement. The assessor confirmed that the

Council exceeded best practice, particularly through innovative strategies and initiatives which have been ongoing, including the OD programmes, Action Learning Sets and CPI.

Although Investors in People status was achieved late in the lifetime of this Council, the commitment to the principles of the IIP standard remains.

3. Transition Plan and People and Place Priority

To ensure that transition projects, LGR implementation and service delivery standards are met, the Directorate of Corporate Services will support service teams with effective and timely guidance. Capacity within the organisation will be kept under review to ensure the council is able to deliver what is expected in terms of both '**People and Place**' and contribution to the new unitary council development.

To provide positive leadership through the transition period is a significant and key challenge that will have a major impact on employee morale and retention. Support will therefore be provided for CMT and the Executive through regular informal briefings and other initiatives where appropriate.

In an effort to support employees to secure future career opportunities, the council's training and Development Plan has been designed to assist career transition. This is being aimed at building confidence and understanding of competency based recruitment processes. This will include development of the '**One Team Personal Profiles**' for all staff and will aim to provide:

- An understanding of the council's improvement journey
- An understanding of how individuals have contributed to our achievements
- How individuals have contributed to service based improvement
- What the needs of the individual are during the transition period and
- How these needs might be met

This will build on the outcomes from the council's Personal Development Programme. The Personal Profiles will be used to assist staff to develop CV's and will be focussed also on potential future interviews and assessment centres.

A detailed LGR focused change management programme which is a key part of the training programme, is being delivered to all managers and supervisors by Aware UK.

4. The Development of the Training and Development Programme

The approach demonstrated below is consistent with ensuring that training and development activities add value and support both service delivery and the delivery of the Council's corporate objectives. Both corporate workforce development planning and the delivery of the corporate training plan underpins the Council's corporate priorities whereas Service Team workforce development planning and training plans underpin the achievement of service team objectives. In developing the Training and Development Programme the following process was adopted:

- Service Team Workforce Planning
- Service Team Essential Training Needs
- Corporate Training
- Consideration by CMT
- Meetings with Directors
- Consideration against available budget

The total budget for 2008/09 is £142,000. It was evident from the Workforce Development Plans that not all requests could be supported and delivered within budget. Service Team Managers were therefore asked to identify the essential training needed to deliver their service and the training which was desirable. It was agreed that requests for training which would not be completed by the end of March 2008 would not be approved unless there was a strong business case to support the requests or that it was a continuation of an existing commitment.

Following consideration of the proposals by CMT the training plan was approved and Directors informed of the outcomes for their Service Teams. Also approved by CMT was a Career Transition Programme for Service Team Managers which was awarded to Solace. The breakdown of how the budget will be spent is as follows:

- Workforce Development Plans - £65,333.00
- Post Entry Training - £8800.00
- Corporate Training - £48,250.00
- Transitional Career Planning - £10,000.00

4. The Training and Development Programme

The Training and Development Programme is set out in Annexe 1

5. Monitoring, Review and Evaluation

Training is evaluated at the end of each session and monitored and reviewed as necessary.

At the end of the year, a further evaluation exercise will be carried out and a full report produced.

Annexe 1

People and Place Training and Development Programme

Please note, all courses in bold type are mandatory. If you are in any doubt about whether or not you must attend, or you wish to book a place, please contact Margaret Murray

Month	Date	Training/Activity	Who	Comments	Course Objectives/Course Content
April	25 th	First Aid – 1 st day of 4 day course	All employees		
	25th	Corporate Induction	New staff	Corporate Requirement	
May	8 th	First Aid – 1 day appointed person	All employees		
	9 th , 15 th and 16 th	First Aid – final 3 days of 4 day course	All employees		
	22 nd and 23 rd	Project Management	All employees		
	29 th and 30 th	Project Management	All employees		
	30th	Corporate Induction	New staff	Corporate Requirement	

June	10 th	First Aid – 1 day appointed person	All employees		
	10 th	Helping your Team Manage Change	Managers and Supervisors		<ul style="list-style-type: none"> • Explore the nature of change • Identify the hidden effects of change on peoples deeper structures • Appraise the more credible theories of change • Consider how personality can affect how someone copes with change • Apply these theories to real scenarios
	13 th and 20 th	Mental Health First Aid			
	19 th 9.30am or 11am	Gypsy Roma Traveller Awareness			
	20 th	Mental Health Awareness			
	25 th	Career Support for Managers	Chief Officers and Service Team Managers only		
	27 th	Corporate Induction	New Staff	Corporate Requirement	
July	1 st 1pm – 4.30pm	Complaints Training	All staff		

	1 st	Mental Health Awareness	All frontline staff		
	1 st and 2 nd	Career Support for Managers	Chief Officers and Service Team Managers only		
	8 th	Mental Health Awareness			
	18 th	Corporate Induction	New Staff	Corporate Requirement	
August	5 th 9am – 12.30pm	Complaints Training	All staff		
	29 th August	Corporate Induction	New Staff	Corporate Requirement	
September	2 nd 1 – 4.30pm	Complaints Training	All staff		
	9 th	Fire Warden Training	Designated Officers who will be responsible for evacuation of buildings and use of portable fire fighting equipment		<ul style="list-style-type: none"> • Theory of fire • Triangle of combustion • Methods of fire spread • Methods of extinction • Classification of fuels • Operation of fire extinguishers practical • Construction of extinguishers • Evacuation of a building
	17 th	Helping Your Team	Managers		

		Manage Change	and Supervisors		
	24 th	Stress Awareness	All staff		
	tbc	Disability Awareness	All staff		
	26th	Corporate Induction	New Staff	Corporate Requirement	
October	9th	Presentation Skills Please note – pre-course preparation is required. All delegates are required to produce a 10 minute presentation to deliver on the day.	All staff	Development	<ul style="list-style-type: none"> Describe all areas in which you can improve your performance Identify your barriers to delivering effective presentations and develop strategies to overcome them Produce a session plan of a presentation with consideration to delivery methods, audience and objectives Demonstrate the use of at least two questioning techniques in 10 minute presentation to your fellow delegates Redesign a current presentation
	tbc	Word			
	tbc	Risk Assessment	Persons responsible for conducting risk assessments		<ul style="list-style-type: none"> Understanding of risk management Basic principles of Risk Assessment Risk assessment and the Law Controlling and monitoring risks Risk assessment forms Workplace practical exercise
	Tbc	Gender Equality	All staff		

November	6 th	Interview Techniques	All staff	<ul style="list-style-type: none"> • Preparing for an interview • Getting information to help prepare for interview • Interviewers techniques • Skills, attitude and knowledge • Body language • Dress code • Researching the company
	12 th	Data Quality	All staff	<ul style="list-style-type: none"> • Data quality policy • Data quality strategy and progress • Audit results • Guidance note • AC position • AC Guidance and standards
	18 th	How to prepare a CV	All staff	<ul style="list-style-type: none"> • Why are applications used • Screening an application form • Additional information • Researching the company • Information to include on a CV • layout of a CV • Personal profiles • Letter of application
December	tbc	Excel	All staff	<ul style="list-style-type: none"> • After completing the course delegates will be able to navigate an excel spreadsheet, create and manipulate formulae and create charts

OTHER TRAINING TO BE CONFIRMED

Working at Height
Health and Safety Awareness
Ladder Safety
Manual Handling
Fire Awareness
Sharps Awareness

**TRAINING TO BE DELIVERED IN PARTNERSHIP WITH OTHER AUTHORITIES
(Funding of £175,000.00 received from the Improvement Partnership)**

Strategic Change Management
Operational Change Management
Career Transition
Assessment/Development Centres

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