

(This report is not a key decision. This report has been subject to appropriate notice of publication under the Council's Access to Information Rules)

**WEST SUFFOLK JOINT  
STAFF CONSULTATIVE  
PANEL**

**13 MAY 2013**

**JSP13/003**

**Report of the Head of Human Resources and  
Organisational Development**

**EVALUATION OF THE LEARNING AND DEVELOPMENT (L&D) PROGRAMME  
2012/2013**

**1. Summary and reasons for recommendation(s)**

- 1.1 The purpose of this report is to inform Joint Staff Consultative Panel of the evaluation of the 2012/13 Learning and Development programme. This report was also presented to the Joint Leadership Team on 30 April 2013.
- 1.2 In 2012-13 the corporate L&D programme was commissioned and delivered jointly across West Suffolk (FHDC and SEBC) resulting in reduced costs, greater flexibility and opportunities to meet colleagues from the partner Council to share experiences and knowledge. The programme provided employees and Members with generic development opportunities which aimed to meet the overall organisational development needs of the council.
- 1.3 The Shared Services agenda has continued to be supported with classroom events and specific 1-to-1 support for those at risk and any employee who is given notice.
- 1.4 At the end of each financial year the L&D programmes are evaluated. The document (Appendix 1) accompanying this report, gives details of attendance, budget spend and employees satisfaction. This can be used to help quality assure the programmes commissioned and ensure value for money.
- 1.5 Member learning and development is now shared across both authorities and delivered by the Learning & Development team. The majority of the learning and development programme for the Members was delivered jointly in 2012/13.
- 1.6 It should be noted that the evaluation report attached focuses on the L&D programme for employees. Evaluation of the L&D programme for Members will be made and reported to the Democratic Renewal Panel, JLT and this Panel. Further details on the evaluation outcomes can be read in Appendix 1.

## 2. Recommendation(s)

### 2.1 The West Suffolk Joint Staff Consultative Panel to note and comment on the details of the evaluation as appropriate.

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## 3. Corporate priorities/Strategic Priorities

- 3.1 The recommendation(s) meet the following, as contained within the Corporate Plan:
- (a) Corporate priority FHDC (Strategic plan 2012-16): *'Efficient and Effective Council'*; which ensures value for money, quality services
  - (b) St Edmundsbury will be a place which "*Raise corporate standards and efficiencies*": By developing staff and Members.  
We want to be a council which, working in partnership wherever possible:  
: values and invests in staff and councillors to improve their skills.  
(Corporate plan 2012-16)

## 4. Key issues

- 4.1 Evaluation of the learning and development programmes help to ensure that they deliver value for money and quality development opportunities. The data collected can also be used to ensure equality of access to learning and development opportunities.

## 5. Other options considered

- 5.1 Not applicable to this report.

**6. Community impact**

**6.1 Crime and disorder impact** *(including Section 17 of the Crime and Disorder Act 1998)*

6.1.1 No impact.

**6.2 Diversity and equality impact** *(including the findings of the Equality Impact Assessment)*

6.2.1 No impact.

**6.3 Sustainability impact** *(including completing a Sustainability Impact Assessment)*

6.3.1 No impact.

**6.4 Other impact** *(any other impacts affecting this report)*

6.4.1 No impact.

**7. Consultation** *(what consultation has been undertaken, and what were the outcomes?)*

7.1 Not applicable.

**8. Financial and resource implications** *(including asset management implications)*

8.1 Not applicable to the report as it reviews past events and data. The programme was delivered within budgets agreed.

**9. Risk/opportunity assessment** *(potential hazards or opportunities affecting corporate, service or project objectives)*

Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
Not applicable as report is past events	na	na	na

**10. Legal and policy implications**

10.1 Not applicable.

**11. Ward(s) affected**

11.1 Not applicable.

**12. Background papers**

12.1 None.

**13. Documents attached**

13.1 Appendix 1: Report: Evaluation of Corporate Learning and Development Programme 2012/13

**Report for Joint Staff Consultative Panel**  
**Evaluation of 2012/13 Corporate Learning and Development Programme**

**1. Purpose**

1.1 The purpose of this report is to inform the Joint Leadership Team (JLT) and the Joint Staff Consultative Panel of the evaluation of the 2012/13 L&D programme.

**1.2 Recommendation:**

**Members are requested to note the report.**

**2. Background**

2.1 In 2012-13 the corporate L&D programme was commissioned and delivered jointly across West Suffolk (FHDC and SEBC) resulting in reduced costs, greater flexibility and increased opportunities for staff to collaborate across the councils.

2.2 The programme provided employees and members with generic development opportunities which aimed to meet the overall organisational development needs of the councils.

2.3 The corporate development activities are funded from the corporate training budgets at both authorities, the cost being shared on a ratio of 2:1 (SEBC/FHDC). Service specific training is funded and arranged by the service areas themselves as outcomes of the PDR process.

2.4 The Joint Member Development Group which meets bi-monthly, assist in ensuring that development is member led, appropriate and timely.

2.5 This report focuses on the corporate L&D programme. Member Development is evaluated and reported to the Democratic Renewal Panel (SEBC) and Cabinet Planning (FHDC).

**3. Evaluation****3.1 Corporate Learning & Development programme – Budget and Expenditure**

	<b>FHDC 2011/12</b>	<b>SEBC 2011/12</b>		<b>FHDC 2012/13</b>	<b>SEBC 2012/13</b>
<b>Budget</b>	<b>£15,000</b>	<b>£43,000</b>		<b>£32,500</b>	<b>£50,000</b>
Spend on joint delivery	£3,867	£7,734		15,950	31,870
Spend on individual council training	£4,788	£29,695		£11,624	£2,958
<b>Underspend</b>	<b>£6,345</b>	<b>£5,571</b>		<b>£4926</b>	<b>£15,172</b>

## **APPENDIX 1**

Places sold to other authorities for Springboard and Navigator programmes resulted in an income of £4000. This amount off-set the cost of the Springboard programme to West Suffolk which was £4400.

### **3.2 Attendance at corporate events**

	<b>2011/12</b>	<b>2012/13</b>	<b>% increase</b>
<b>No. of SEBC employees</b>	84	234	178%
<b>No. of FHDC employees</b>	70	112	49%
<b>No. of attendees not specifying</b>	34	10	n/a
<b>Total no. of employees attended</b>	<b>188</b>	<b>356</b>	<b>89%</b>
<b>No. of events</b>	<b>26</b>	<b>40</b>	<b>54%</b>
<b>Average per event</b>	<b>7</b>	<b>9</b>	-

a)The figures in the table above represent the numbers attending the events and not the total number of individuals who accessed the training over the programme, as a single employee may have attended a number of different events.

b)This is analysis of the Joint Corporate Learning and Development programme and doesn't contain data from any events linked to shared services (see 3.4.1 below).

c)Further break down of the data can be found Appendix 1

3.2.1 Reasons for the increase in attendance could be due to a strong corporate line on attendance at the Equality and Diversity programme (delivered across Suffolk) which also included an event for managers for the first time. Similarly, the Safeguarding Awareness events delivered by in-house facilitators, 6 events/62 employees, compares with 1 event with 8 employees the year before.

3.2.3 A new project management programme was run in 2012/13 for the first time and 36 employees attended this. The programme continues into 2013/14.

3.2.4 There was a 54% increase in the number of events in 2012/13 in comparison to 2011/12, and the average number attending has risen from 7 to 9.

3.2.5 Other development opportunities supported during 2012/13 included Adult Learning Week and NVQs for the employees at both authorities. The number of new apprentices starting in 2012/13 was 14.

**3.3 Evaluation data**

- 3.3.1 Evaluation of the training is taken from feedback sheets (where available). The overall satisfaction level was good/excellent for each event. (for detail, see Appendix 1). Where an individual scored a low figure they were contacted to ascertain what further assistance or further support they felt they required to fulfil the training need.

**3.4 Shared Services Programme**

- 3.4.1 This programme of support has been commissioned annually since 2010/11, with the specific goal of supporting the implementation of shared services between Forest Heath and St Edmundsbury. The programme is continuing to be flexible to employee needs at all levels. Where teams have come together under a single Head of Service, team building support has been offered to help with working together and dealing with change, and coaching support has been offered to joint managers (although to date has not yet been taken up).

## Appendix 1

Course	Date	Provider	No Attended	No of Males	No of Female	SEBC Employees	FHDC Employees	No of External Delegates	Average Evaluation Score %
Corporate Induction (tour)	15/03/2013	Internal	7	3	4	4	3	0	no data
Corporate Induction (tour)	22/03/2013	Internal	7	2	5	5	2	0	no data
Coaching Skills for Line Managers	26/04/2012	Suffolk Cc	7	2	5	7	0	0	no data
CV Writing Skills Workshop	08/08/2012	Skills Matrix Solutions	9	3	6	0	9	0	89
Equality & Diversity for Managers	20/11/2012	GK Consulting	15	5	10	8	7	0	87
Equality & Diversity for Employees	21/06/2012	GK Consulting	5	1	4	5	0	0	90
Equality & Diversity for Employees	05/09/2012	GK Consulting	10	8	2	9	1	1	81
Equality & Diversity for Employees	28/03/2013	GK Consulting	8	4	4	6	2	3	86
Excel Advanced	31/10/2012	WS Training	10	2	8	8	2	0	85
Excel Intermediate	09/10/2012	WS Training	11	4	7	8	3	0	84
Excel Intermediate	16/01/2013	WS Training	5	1	4	5	0	0	91
Navigator	12/09/2012	C Sharpe	7	7	0	4	3	4	90
Outlook Advanced	01/02/2013	WS Training	5	1	4	1	4	0	no data
Outlook Advanced	23/01/2013	WS Training	5	2	3	5	0	0	85
PDR Training for Mangers	14/11/2012	Internal	13	10	3	9	4	0	80
PDR Training for Employees	15/11/2012	Internal	3	1	2	2	1	0	78
PR Training for Managers	20/11/2012	Internal	4	no data				0	82
Planning Enforcement	27/11/2012	TRA	18	3	15	12	6	0	87
Senior Project Management	21/11/2012	Adapt Ltd	8	3	5	6	2	0	75
Project Management	24/01/2013	Adapt Ltd	14	9	5	5	9	0	82
Project Management	11/01/2013	Adapt Ltd	14	10	4	7	7	0	no data
Project Management	18/02/2013	Adapt Ltd	6	4	2	4	2	0	no data
Project Management	25/02/2013	Adapt Ltd	11	4	7	5	6	0	no data
RIPA	23/11/2013	Internal	25	9	16	15	10	0	83
Safeguarding Awareness	23/05/2012	Internal	20	4	16	20	0	0	81
Safeguarding Awareness	13/06/2012	Internal	4	0	4	4	0	0	no data
Safeguarding Awareness	16/05/2012	Internal	6	no data				0	75
Safeguarding Awareness	06/06/2012	Internal	3	1	2	2	1	0	no data
Safeguarding Awareness	20/06/2012	Internal	9	0	9	6	3	0	88
Safeguarding Awareness	24/10/2012	Internal	20	6	14	13	7	0	83
Speed Reading	07/12/2012	Green Duck	5	2	3	4	1	0	91
Speed Reading	15/03/2013	Green Duck	2	0	2	2	0	0	no data
Springboard	17/09/2012	Tracy Muir	13	0	13	7	6	15	80
Train the Trainer	25/04/2012	East of England local Assembly	5	2	3	5	0	0	no data
Unisafe	17/12/2012	Suffolk CC	14	4	10	8	6	2	86
Unisafe	22/03/2012	Suffolk CC	6	5	1	5	1	0	91

Appendix 1

Word Advanced	06/12/2012	WS Training	5	1	4	5	0	0	no data
Word Advanced	18/12/2012	WS Training	8	1	7	7	1	0	76
Word Intermediate	04/12/2012	WS Training	3	1	2	3	0	0	84
Publisher	28/01/2013	WS Training	6	3	3	3	3	0	85
			<b>356</b>	<b>128</b>	<b>218</b>	<b>234</b>	<b>112</b>	<b>25</b>	

**Totals number of Events**                      **40**  
**Total number of staff attendance**            **356**  
**Average attendance per event**                 **9**

0-30% Poor  
31-55% Satisfactory  
56-79% Good  
80+% Excellent