**ABERDEEN CITY COUNCIL**

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| **COMMITTEE** | Finance and Resources | **DATE** | 28 January 2010 |
| **DIRECTOR** | Stewart Carruth | | |
| **TITLE OF REPORT** | Employee Development Activities Update | | |
| **REPORT NUMBER** | CG/10/024 | | |

## 1. PURPOSE OF REPORT

This report summarises the employee development activities which have been corporately organised over the last year. It also outlines proposed development priorities and projected plans for 2010/11 and provides an estimate of the costs associated with these plans.

## 2. RECOMMENDATION(S)

It is recommended that Committee:

- Notes the development to date
- Approves the proposed priorities and projected plans
- Notes that the implementation of these plans is subject to confirmation of the availability of budget at the Council Budget meeting in February 2010.

## 3. FINANCIAL IMPLICATIONS

The financial implications of the corporate development plans are included as **Appendix D** of this report. The proposed plans are designed to support the organisation through the forthcoming period of structural change and the need to achieve a leaner, more streamlined and more agile workforce.

## 4. SERVICE AND COMMUNITY IMPACT

The report links to the **Community Plan**, **Single Outcome Agreement** and **Vibrant, Dynamic and Forward Looking** in seeking to ensure that employees are developed to support the priorities set out in these documents, with particular reference to the following:

- Modernise service delivery and ensure there is appropriate investment in staff training to deliver this
- Adopt policies to tackle the skills shortage in our (Council)
- Ensure our public services are high quality, continually improving, efficient and responsive to local people's needs.

Development opportunities are available to all employees thus helping to promote **equality**. In addition equality of access is one of the key factors taken into consideration when planning development.

## 5. OTHER IMPLICATIONS

There are no direct legal or environmental implications arising from this report. There are, however, implications in the following areas:

- **Equipment** – a greater focus on ICT training will help ensure a better return on our investment in systems and technology.
- **Sustainability** – expanding the use of eLearning and increasing the range of development methods available should help ensure development is better targeted and is delivered in the most cost effective manner.
- **Policy** – increasing the range of policy modules available, through eLearning and other methods, supports better and more consistent application of our policies as well as increasing the accountability of employees.
- **Property** – account will need to be taken of the potential closure of the Summerhill and Linksfield centres and the impact of this on the availability of training venues.
- **Personnel** – the most significant impact of the report's proposals is on personnel; as the Council moves forward with a smaller core workforce it will be increasingly important that that workforce is appropriately skilled and motivated to deliver quality services to the citizens we serve.

## 6. REPORT

### 6.1 Introduction

The Council exists to provide public service to the people of Aberdeen. The quality of that service is heavily dependent on the skills of our employees. The appropriate development of both employees and managers is therefore key.

Given that the majority of employee development is funded centrally through the Corporate Training Budget, it is essential that there is a visible return on this investment through ensuring that any development planned is aligned with the outcomes the Council is seeking to achieve.

In keeping with this, the development plans for **2009/10** were prepared in the context of the findings of the Best Value, HMIe and SWIA reports. The development activities for that period therefore focused around the following elements which had been identified in these reports:

- The need to increase leadership capability and capacity at all levels
- The need for increased accountability
- The need to improve levels of motivation, morale and engagement.

The context in which the Council will be operating in **2010/11** and beyond is one of significant financial restraint including restricted budgets and the need to make year on year efficiency savings. This will have an inevitable impact on employees, whether through reduced hours, not filling vacant posts or reducing the number of posts.

If we are to continue to provide efficient and effective services and to deliver on the corporate plan, the challenge will be to ensure that the workforce, though smaller, is operating at optimum levels – in other words to ensure that our workforce is more motivated, more efficient, better skilled, more flexible and more engaged.

While it can be argued that in times of financial constraint, development is something of a luxury, there is perhaps a stronger argument that, with a smaller workforce delivering similar levels of service in the face of rising customer expectations, development is one of the cornerstones for success, provided it is focused and is linked to clear outcomes.

As such the themes on which last year's development priorities were based remain wholly relevant.   It is therefore proposed that priorities for the forthcoming period focus on reinforcing and building on these themes as follows:

- **Increasing Leadership Capability and Capacity -** in the challenging times which lie ahead the quality of leadership across the Council will be critical.  The need to develop the ability of managers to carry out their leadership role effectively will therefore be a priority along with the need, within a smaller workforce, to develop **capability** at all levels.

  At the same time it will be increasingly important to develop leadership **capacity**.  This can be viewed from two angles – firstly freeing up time to lead; secondly, increasing the number of people at all levels capable of taking on leadership roles.  Development priorities for the future will need to accurately reflect these requirements.  As such particular emphasis will be placed on:

  - o  Management development
  - o  Self awareness training at all levels
  - o  Improving numeracy and literacy skills
  - o  Workforce and succession planning
  - o  Reviewing methods of delivery and processes to free up time and capacity
  - o  Elected Member development
  - o  Talent management.

- **Increasing Accountability -** the smaller the workforce and the greater the demands placed on it, the more dependent success will be on everyone playing their full part. As such it is essential that all employees are clear about the outcomes expected of them, recognise and accept their responsibility for delivering on these and have the support in place to develop their skills in so doing. Key themes going forward in this respect will include:

  - Reviewing the appraisal scheme
  - Making corporate information readily available through Managers', Employees' and Members' handbooks
  - Introducing comprehensive financial and HR eLearning packages
  - Expanding the Health and Safety development programme
  - Benchmarking with other organisations.

- **Improving Levels of Motivation, Morale and Engagement - in** the face of service cuts and job insecurity it can be very difficult to maintain levels of morale and engagement. Yet it is all the more essential at such times that the energy of the workforce is channelled positively and that there is a genuine sense of being valued and feeling committed to the organisation and its goals. Key themes for the future will therefore include:

  - An increased focus on the quality of the line manager/ employee relationship
  - Further expansion of development and career opportunities to encourage retention
  - An increased emphasis on communication and the skills relating to this
  - An increased focus on improving levels of job satisfaction and promoting the image of the Council as a good employer.

**Appendix A** of this report contains the detail of:

- The actions which took place in 2009/10 against the above themes
- The planned actions for 2010/11.

Statistics for attendance at development programmes for 2009/10 and a brief summary of feedback from participants can be found in **Appendix C**.

### 6.2 Employee Development Strategy 2010/11

In taking forward the development priorities for 2010/11 our overall aim will be to:

- Ensure these priorities are aligned with corporate objectives
- Provide a quality service to our customers at similar levels to that which has been provided in the past but at a lower cost.

As an outcome of the above we would aim to achieve a budget saving of around £200,000 by 2012/13. Our strategy in achieving this will be to:

- examine **what** we provide to ensure it supports the organisation and adds value
- review **how** we provide services to ensure the most effective method of delivery.

**a)      Reviewing *what* we provide**

The message from both senior management and Elected Members is clear.  In the climate in which we will be operating it will be essential for Services to take a joint approach to achieving shared outcomes.  At the same time, there will be a need to review – in some cases quite radically – the way services are delivered.

Both the above will place particular demands on Services in planning their workforce requirements to deliver on these outcomes.  While some of these demands will be generic, others will be specific to Services in terms of the particular skill sets they will need to develop.

Key criteria to be used in determining what development we deliver will, therefore, be the need to:

- demonstrate clear links to the outcomes on the corporate plan
- support workforce planning and the development needs arising from this
- develop a business partner model with Services to ensure we are responding to their specific requirements.

**b)      Reviewing *how* we provide our service**

The method by which we provide our services has been, and will continue to be, based on what is most effective in terms of time, cost, quality and best fit to the subject.

In line with this **Appendix B** contains the detail of:

- changes made to the way development was provided in 2009/10
- changes planned for provision 2010/11.

Priority themes in this respect include:

- Increased use of eLearning
- Reviewing and expanding methods of delivery
- Increased use of joint working
- Greater focus on evaluation and return on investment
- Exploring options for income generation.

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# DEVELOPMENT UNDERTAKEN AND PLANNED

Section 6.1 of this report identified the development themes for 2009/10 as:

- Increasing leadership capability and capacity
- Increasing accountability
- Improving levels of motivation, morale and engagement.

It also explained how these themes would continue to be important in the Council context for 2010/11.  Appendix A expands on this by outlining:

- The actions which have taken place against these themes for 2009/10
- The planned actions for 2010/11.

**1      Increasing Leadership Capability and Capacity**

**a)      Development undertaken 2009/2010**

i)      The 'Successful Recruitment' policy was launched in order to attract and recruit employees with the right skills and competences to take the organisation forward.  This was supported through a blended learning approach of workshops and eLearning modules for recruiting managers.

ii)      An intensive management programme was rolled out to service and team managers.  Over 120 managers have attended this programme to date and, through follow up surveys, have reported a significant positive impact on their ability to manage time, meetings, attendance and the performance of their teams. In a number of instances cost savings and efficiency benefits have also been reported.

Additional workshops and eLearning modules to support managers were provided through the 'Developing our Managers' programme, including 'Coaching Skills', 'Visionary Leadership' and 'Appraising your Team'. Attendance at management workshops totalled 726 for the year.

iii)      Specific development days were set aside in the Elected Members' calendar.  Workshops arranged for these days have largely received a good response and ranged from media skills to sessions to support new planning legislation. Personal development planning was also introduced to enable Members to identify their individual development priorities.

iv)      In order to retain and maximise the skills of managers demonstrating high potential, Services were asked to nominate participants to two development centres across the year. Since these centres were introduced in 2007 over 80 managers have attended.  Follow up surveys indicate that 10% of participants are now working in promoted/ seconded posts while others are demonstrating increased confidence and ability in their existing roles.

iv)      An increased focus was placed on individually tailored development through the expansion of a pool of shared mentors across the North East. This pool has since been joined by a number of burgesses with a wide range of skills and expertise to share. Mentors were offered to all development centre participants as part of talent management and to other managers on request.

v)      The drive to externally accredit our internal skills was continued through further intakes of managers and aspiring managers on the ILM Management and Coaching qualifications.

vi)      Work commenced on a structured succession planning process as part of workforce planning to ensure we are mitigating the risks associated with business critical posts becoming vacant and developing leaders for the future.

**b)**      **Development planned 2010/11**

i)      **Developing managers** – the intensive management programme referred to above will be further rolled out to managers and headteachers, on a priority basis identified by senior management. The outcome of this should be managers who have a task oriented and outcomes focused approach, who have increased self awareness and the skills to build positive relationships to get the best from teams while at the same time having the confidence and ability to hold 'difficult' performance management conversations where this is necessary. Where appropriate, this programme will be opened to non-managers who have key influencing roles and to Elected Members to further increase leadership capacity and capability.

ii)      **Developing capability at all levels** – specific actions planned in this respect are as follows:

- The theme of increased self awareness will be cascaded to front line employees through the recently introduced 'Personal Impact with Confidence' workshop. The basic principles of this can be used in a number of ways, ranging from enhancing communication to improving customer service skills. The workshop is particularly effective when delivered to teams and as such can be used to support structural change. This should, as an outcome, help deliver constructive relations across teams and with line managers as new teams are formed and are required to work effectively together from an early stage.

- On a similar theme, as new management teams are formed, assistance will be provided to Directorates to facilitate team building and the development of these teams.

- We will investigate the use of a virtual development centre to further develop customer service skills, particularly in key front facing posts.

- A programme will be developed with colleagues in Community Learning to help increase the confidence and capability of employees who require assistance with literacy, numeracy and basic communication skills.

- Greater emphasis will be placed on introducing methods to help people innovate, given the increasing importance of these skills as the organisation redesigns the way it delivers its services.

iii) **Workforce and succession planning** – as the organisation changes in response to external pressures, so workforce requirements will change and the need to plan these carefully to make best use of limited resources will become a priority.   In response to this our focus will be on:

- Developing the skills and knowledge to carry out workforce and succession planning effectively.

- Designing modules to support the rounded development of those who have aspirations, and the potential, to progress to future jobs.

- Helping address skills gaps identified through the workforce planning process; in this respect a number of gaps have already been identified, including general ICT skills, supporting systems technology, such as Infosmart, and financial management, the management and dissemination of knowledge, and it is evident that this will be added to over the next 6 to 12 months as additional gaps emerge.

iv) **Elected Members** – a tailored programme for Members for 2010/11 will be developed, based on common needs identified through personal development plans and on needs identified corporately.  At the same time assistance will be provided to Members to meet individual development requirements identified through the personal development planning process.  At the request of some Members we will also be investigating the possibility of a 360 review as an option for those Members who wish to enhance their development plans through this route.

v) **Freeing up time and capacity** – with a smaller, more streamlined workforce, emphasis will need to be placed on ensuring greater respect for time as a resource.  Actions planned in this area include:

- Reviewing the way development is delivered to ensure it can be accessed more easily, flexibly and in a more time and cost effective manner.

- Increasing the development available to enhance ICT skills at all levels in order to support systems development and make better use of investment in technology.

- Reviewing the appraisal process to ensure that its positive outcomes are retained while allowing flexibility in approach to suit different roles.

vi) **Talent management** – in the challenging context ahead retention and management of talent will take on an increasing importance. At present development centres are our main corporate tool for recognising, rewarding and retaining high potential people.  The contract period for our current provider has now expired and there will be a need to re-tender if we are to continue with this approach. Prior to this, however, we will carry out a review with senior management to assess the relative merits of continuing with these centres.  Committee is asked to approve the requirement to tender, should this be the outcome of the review.

## 2    Increasing Accountability

## a)    Development undertaken 2009/2010

i)    A heavy emphasis was placed on management accountability through the management development programme referred to earlier.

ii)    Sessions on scrutiny, local government finance and auditing responsibilities were organised and offered to all Elected Members.

iii)    Role profiles were prepared for Elected Members to clarify responsibilities at different levels.

iv)    Mandatory training on ICT security and child protection responsibilities was rolled out to a large target audience in a cost effective manner using eLearning.

v)    The health and safety programme was significantly expanded. This included workshops for managers and Directors which stressed the need to promote a health and safety culture throughout the organisation and the introduction of mental health and wellbeing workshops.

vi)    A new conference style approach was adopted to disseminating information on subjects affecting all managers.  This was used for both Successful Recruitment and Financial Planning and has been successful in ensuring consistent messages are provided to large numbers of managers within a relatively short timescale.

vii)    The induction process was revised to ensure role clarity and focus on Council objectives, standards and expectations.  Induction information is being prepared for any new Heads of Service who join the organisation as a result of the current recruitment process.

**b)      Development planned 2010/11**

i)      In order to further increase accountability, consultation is being arranged with groups of employees to identify and agree the **management tasks** which all managers are responsible for.  This information will be used to inform recruitment and appraisal processes and to help ensure development is in place to support all elements identified. In addition the current **competencies** will be reviewed, in conjunction with CMT, to clarify the Council's expectations of behavioural standards to be demonstrated when dealing with both colleagues and customers.  The outcomes of these reviews will be used to revise the appraisal process.

ii)     A **Members' handbook** will be created along similar lines to the current Managers' and Employee handbooks.  This will be held on the Zone and will provide Members with ready access to information relevant to their roles and responsibilities.

iii)    Comprehensive **Financial and HR eLearning packages** will be developed to support managers in their key responsibilities of using the Council's financial packages, interpreting HR policies etc.  Completion of certain modules could potentially be linked to specific jobs, for example linking modules to induction or management training.  This would allow use of the online tracking system to monitor whether individuals have completed the modules mandatory to their roles.

iv)    A greater emphasis will be placed on **contract/ quality management** in order to support the increasing likelihood of services being delivered on a more contractual basis in the future.

v)     **Health and Safety –** it is proposed to offer the same range of health and safety development opportunities during 2010/11 as those provided during 2009/10.  Priorities will include:

- Providing a range of development opportunities to suit changing requirements and to ensure we are meeting all legislative requirements.

- Transferring some elements of the programme to eLearning to increase accessibility and reduce cost; some of these courses will form part of corporate and service induction to ensure employees are aware of their health and safety responsibilities on joining the organisation.

- Conducting a gap analysis of managers attending essential health and safety training and following up those who have not yet attended.

- Expanding mental health awareness training for managers and employees.

- Developing health and safety training tailored to Elected Members.

In addition to the above there is an intention to tender for manual handling and first aid training courses and management responsibilities to comply with changes in legislation and ensure best value.

vi)     A **benchmarking exercise** will be carried out with other Councils as a follow up to the 2008 exercise. This will allow us to measure the extent and effectiveness of the development we provide against national comparators and to share best practice.

## 3     Improving Levels of Motivation, Morale and Engagement

### a)     Development undertaken 2009/2010

i)     The People Dimension group was formed in 2008 to ensure the people implications of corporate actions were being addressed. During 2009 it extended its role to include the oversight and management of six action plans relating to improving morale and engagement.

ii)     A wide range of development opportunities was provided to enhance skills and encourage engagement and commitment to the organisation.

iii)     Action was taken to remove the perceived split between 'senior' and other managers by including team managers in briefings and other corporate communication. This aimed to encourage greater commitment to the organisation from this key group of managers and to improve the direct cascade of corporate messages to front line employees.

iv)     The apprentice recruitment, induction and development programme was reviewed and improved in light of feedback indicating low levels of morale and retention among apprentices.

v)     The Managers' Handbook on the Zone was revamped and a complementary Employee Handbook developed in order to ensure consistent, up to date information is available in one place and in a readily accessible form for employees.

vi)     The Recognising Achievement Ceremonies were upgraded to enhance nominees' perception of being valued for their contribution to organisational success.

vii)     A new customer service qualification was launched. Developed by a consortium of Scottish Councils, 'Customer Service Professional' recognises customer service as a skill set in its own right. It has been designed as a learning experience to improve current levels of service as well as to reward existing excellence. Nineteen employees from varying front facing roles have signed up for the first intake of this qualification.

viii) The Council achieved second place in the city's Corporate Decathlon. Evaluations indicate that participation has been effective in raising morale and team spirit amongst those involved as well as in engendering pride in the organisation.

**b)    Development planned 2010/11**

Retaining employees' motivation and morale in these difficult times will present the organisation with considerable challenge.  In order to determine the factors most likely to impact on whether employees feel engaged with an organisation, the People Dimension group have examined a range of research including a review conducted by the Scottish Government. This review identified the following factors which can be influenced through development and which therefore form part of our projected plans:

i) **Employee/ line manager relationship** – research increasingly indicates this is one of the most important factors in influencing motivation and performance. Priority will therefore be placed on promoting positive relationships through:

- Continuing to recruit and develop managers with a task-oriented, people focused approach.
- Developing a joint coaching programme with our partners and promoting a coaching style to all managers.
- Using the review of the appraisal scheme to further clarify to managers their responsibility for the performance and morale of their employees and  providing support to develop their skills.
- Promoting the importance of equal and fair treatment through recruitment, appraisal and development.
- Further roll out of the 'Mental Health in the Workplace' module emphasising managers' responsibility for the positive mental wellbeing of their team members.

ii) **Training/ development/ career opportunities** – the importance to the organisation of developing a skilled and flexible workforce has been noted earlier in this report. As well as ensuring employees are equipped to achieve organisational goals, this has the added benefit of demonstrating our continuing investment in employees' skills and our desire to retain those demonstrating talent and potential.  It is, therefore, equally important in retaining the commitment of employees.  As such priorities will be to:

- Continue to offer core development programmes to improve personal, professional, customer service and management skills.
- Continue to offer qualifications in management, ICT, coaching and customer service to externally accredit the skills of our employees; in this respect we will aim to maximise return on investment by working with Services to prioritise who should be offered these opportunities and by making best use of the skills gained to benefit the organisation.

- Encourage retention of those demonstrating high potential through development centres, or similar, as agreed with senior management.
- Further develop succession planning and support around this, both as a safeguard for the organisation and a means of career progression.

iii) **Communication** – while often viewed as a basic skill and therefore a 'given', the experience of both this and other organisations indicates that, where communication is absent or is not carefully planned, the impact on morale is significant. Actions planned in this respect include:

- Developing and promoting an eLearning module for managers on the role of communication in effecting change.
- Continuing to work with our colleagues in Corporate Communications to organise regular briefings on corporate issues for line managers.
- Promoting the importance of communication through the appraisal review and through management workshops, including Induction for New Managers.
- Ensuring the Managers', Employee and Members' Handbooks are regularly updated as a key source of corporate information.

iv) **Job satisfaction** – while all the above actions should contribute to individual job satisfaction, the following actions are planned to promote greater satisfaction with the Council as an employer:

- Participating in the 2010 Corporate Decathlon; aiming to increase the number of employees joining in or supporting the Council's efforts.
- Reviewing the Recognising Achievement Ceremonies to further upgrade their value in the eyes of employees as a standard of excellence and outstanding contribution of those nominated; this will include benchmarking with other organisations.
- Ensuring the People Dimension Group continue to identify and help address the people aspects of corporate initiatives.

**EMPLOYEE DEVELOPMENT STRATEGY**
**CHANGES MADE TO THE PROVISION OF DEVELOPMENT**


Section 6.2 of this report outlined our employee development strategy for the forthcoming period and emphasised the importance of:

- Ensuring priorities are aligned with corporate objectives
- Providing development which retains its quality while being delivered in the most cost effective manner.

In keeping with the above, Appendix B provides detail of:

- the changes made to the provision of development for 2009/10
- the changes proposed for 2010/11.

**1      Changes in provision – 2009/10**

Given the Council's financial situation, priority was given in 2009/10 to looking at sustainability/ efficiency measures.  Examples of actions taken in this respect include:

- The European Computer Driving Licence (ECDL) was brought back inhouse from Aberdeen College resulting in a saving of £11,000 (based on an average of 100 candidates being registered per year).

- ELearning provision was expanded.  This has been used to support face to face training, replace certain workshops and has proved particularly successful in delivering corporate messages to large audiences in a short space of time.  In addition it has resulted in a number of savings.  For example, transfer of face to face workshops to eLearning resulted in a direct saving of £6000.  Developing large audience courses, such as Protecting Children, inhouse resulted in an estimated saving of £3-5000 on design and an indirect saving in staff cost of delivering this training face to face, estimated at £19,000 for this module.

- Further savings of £32,400 were made through rationalising face to face programmes and bringing some of the delivery inhouse.

- The North East public sector mentoring scheme was expanded and is now running on a mutually beneficial basis to the organisations involved, resulting in cost savings of around £10,500 per annum.

- Greater use of internal resources was promoted.  For example a number of employees who had been funded through the Institute of Customer Service (ICS) and the Institute of Leadership and Management (ILM) qualifications produced a return on this investment by using their skills to act as coaches to those undertaking customer service qualifications.

## 2      Proposed changes in provision – 2010/11

Within the funding provided for 2010/11 we recognise we will have a continuing responsibility to provide development which makes best use of resources, respects the limited time of our customers and seeks to achieve efficiencies wherever possible. This will be achieved through a variety of methods. These methods will include but are not limited to:

- Increased use of **eLearning** for subjects based on knowledge and/ or technical skills and blended learning for policy and soft skill topics. This has the potential to deliver significant cost savings in these areas as well as increasing flexibility, reducing time spent away from the workplace and providing access to training at a time when the learner needs it as opposed to when the trainer can provide it.

- Adopting a **conference style approach** to subjects which need to be delivered face to face but which require to be disseminated to specific groups within a short space of time. This approach has already been used effectively for finance and successful recruitment briefings.

- Increasing the relevance and value of training by changing certain workshops from open events to **shorter, targeted, team focused sessions** which provide 'live' consultancy on real work situations. This has already been used effectively in one to one media skills training for officers and Members and will be used to add value to subjects such as achieving efficiencies, service level agreements and option appraisal.

- **Prioritising specific groups or individuals** for development events to make best use of investment. For example prioritising those involved in the efficiencies programme for development centres.

- Reducing the **length of workshops,** wherever appropriate, particularly for senior managers.

- Increasing the amount of **joint working with North East partners**. In this respect plans are already underway to:
  - further expand the mentoring initiative
  - work jointly on developing a coaching style for managers
  - share eLearning development with other Councils
  - work with Aberdeenshire to fill last minute spaces on workshops to make best use of resources.

- Continuing to make greater use of **inhouse expertise** – eg through mentoring and encouraging the use of a coaching style throughout the organisation; also continuing to encourage those who have benefited from corporately sponsored qualifications to use their skills to support others.

- Agreeing **harder measures of impact** with Services and providers to more effectively assess return on investment.

- Including the requirement to provide **360 appraisal** as part of the impending eLearning tender.  This will remove the cost currently being paid to a separate provider.

- Exploring options for **income generation**, through, for example, ECDL, assessment testing for recruitment, offering external places on training etc.

# STATISTICS FOR ATTENDANCE AT CORPORATE EMPLOYEE DEVELOPMENT PROGRAMMES: OCTOBER 2008 TO NOVEMBER 2009

| DEVELOPING OUR MANAGERS' PROGRAMME | | | |
|---|---|---|---|
| **Workshop** | **No of Managers** | **Average Score/ 10** | **Sample comments from evaluation carried out 3 months after workshop** |
| Successful Recruitment | 153 | 9 | ▪ I have undertaken a couple of interview sessions since the training and was able to tailor the questions to test the core competencies.<br>▪ Having conducted quite a few interviews in the past, I found this workshop extremely useful. |
| Induction for New Managers | 67 | 8.5 | ▪ Gave me a good idea of what was expected of me. Helped me find my feet much sooner as a manager. When presented with problems, I am now sitting back and thinking much more about how to deal with the situation and whether I need to get more advice.<br>▪ A very useful workshop - let me know what I needed to for my role. I now refer to the managers' handbook regularly. I really enjoyed the talk from Sue Bruce - I will make a point of attending the staff briefings and the line mangers briefings, now. The information on 1:1 supervision was very useful and I have started doing these. |
| Achieving Efficiencies | 63 | 8.8 | ▪ I have a big team and I looked at the bottlenecks in our processes. Many seemed to be performance related. I am now monitoring individual's progress more closely. I have also used the techniques in staff meetings. This has got people to look at their job in a different way, re-prioritising their roles has made them wake up.<br>▪ Workshops like this change your way of thinking. It is very hard to justify a day out of a busy manager's time, but this is well worth it. |
| Project Management | 54 | 9 | ▪ The learning is all very useable - you don't forget it; it is engrained in you. It was also very useful to share best practice with colleagues.<br>▪ I found this workshop very beneficial - particularly the information on the different computer programmes available to manage a project and how to use these. |
| Managing the Performance of your Team | 50 | 9 | ▪ Gave information on how coaching should be trainer centred - I found this very helpful and I definitely follow this method now. I learned a lot and feel much more confident about undertaking meetings with employees should the situation arise.<br>▪ I really enjoyed the training. It has given me confidence that I am a good manager and given me insights into areas I can improve. |
| Financial Management – *an introduction* | 40 | 7.1 | ▪ Found it really useful. I now have a better understanding of where Council money comes from and am using budgets to a much better degree than I was before.<br>▪ I found it helpful, especially explanations of the various budget and cost centre codes. Items in my budget that I did not understand were also explained. |

| Workshop | No | Score | Sample comments |
|---|---|---|---|
| Visionary Leadership | 33 | 9.5 | ▪ Found the change management model particularly useful in illustrating to employees that we are on an upwards slope towards a status quo; this will help me allay their concerns and explain the bigger picture of change in the organisation.<br>▪ The trainer was excellent. I have been consulting with a large number of staff recently and this really helped - particularly the section on ' getting a clear and specific goal' - I have done this with elected members and heads of service and it has helped me enormously. |
| Coaching Skills | 24 | 9.4 | ▪ I use the coaching skills from this workshop regularly to manage a very difficult team. It has helped me to get results and has moved underachievers to achievers.<br>▪ This workshop has enabled me to empower my staff. Instead of spoon feeding them I am asking them to think things through and come up with the answers themselves. I have also been able to deliver feedback more effectively. |
| Meetings, Meetings, Meetings | 5 | 9.8 | ▪ Really enjoyed and valued the training<br>▪ I hope to be able to chair meetings with more confidence now |
| **TOTAL** | **489** | **8.9** | |

| ADVANCED SKILLS FOR MANAGERS | | | |
|---|---|---|---|
| Workshop | No of Managers | Average Score/ 10 | Sample comments from immediate evaluations and evaluations carried out 3 months after workshop |
| Negotiating and Influencing | 75 | 8.7 | ▪ I have had a number of successes in moving forward constructively without a lot of time and energy being wasted on unnecessary positional arguments – without doubt the best course I have ever attended as a Council employee<br>▪ As a result of this training I have focused on the task and attended meetings using these techniques. This has led to more successful meetings, reaching an outcome quicker and with more buy-in from participants. |
| Service Level Agreements | 39 | 6.7 | ▪ It has given me good insight on how to write an SLA with more confidence.<br>▪ There was a lot of good information and I will know that I can go back to my notes and the CD to check what should go into an SLA before getting involved in it. |
| Managing Performance | 32 | 9.4 | ▪ This was the most useful and challenging training I have ever been on. It is the only course I've attended where I use the practice every day and can see tangible results in my own performance and that of my team. The skills it provides are extremely helpful in the job I need to do in what has been a challenging time for the Council.<br>▪ Staff say they feel more motivated as I put the skills into practice and use them to good advantage – I've been able to alter the direction of performance. |
| Managing Contracts | 29 | 6.7 | ▪ It motivated me to do my job in the knowledge that what I have been trying to achieve has been endorsed by what was discussed at the course ie that I was following the correct processes whilst aiming to achieve the best outcomes / results.<br>▪ The subject area is so complicated that this really is just the beginning. The notes and handouts were detailed and will be a valuable resource. |

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| Tools for Analytical Thinking | 29 | 6.9 | ▪ I used the techniques immediately after the event to work through an operational issue we were having.  The techniques helped clarify my thinking and identify which part of the problem was mine and which I could delegate to other people.<br>▪ The sessions where we worked through specific examples of Council issues were helpful – all the 'practical' parts of the course worked well. |
| Option Appraisal | 27 | 8.3 | ▪ This technique was excellent! The purchasing team is considering using this as a standard methodology in how it evaluates tenders.  The techniques have also been extremely useful in helping us evaluate the work of others.<br>▪ This was an extraordinarily useful and wide-ranging training session covering option appraisal, procurement, whole life appraisal and net present value.  I would recommend this course to all senior managers within the Council. |
| Using Performance Scorecards | 24 | 7.3 | ▪ The objective was well met and raised awareness of areas where levels of performance are not currently well represented.<br>▪ Gave an overall understanding of the subject. |
| Development Centres | 23 | n/a | ▪ This was extremely worthwhile for my personal and professional development.<br>▪ It gave me a rounded view of my strengths and potential areas for development; the 360 feedback was invaluable in measuring others' perception of my performance |
| Financial Management – *a senior managers' perspective* | 14 | 8.8 | ▪ I really learned a lot.  The inhouse presenter  was excellent.  He gave the corporate overview in a way that was interesting and useful and was able to explain why the Council operates the way it does and what its priorities are.<br>▪ Course has given me a much better understanding of the relationship between operational management and finance in service planning and delivery. |
| 'Outside the Box' – *creative thinking* | 12 | 9.7 | ▪ The training has made me more interested in getting the ideas of others and not dismissing things out of hand because I think it's a bad idea.<br>▪ Fully opened my mind to new approaches to problem solving. |
| **TOTAL** | **304** | **8** | |

| DEVELOPING OUR EMPLOYEES PROGRAMME | | | |
|---|---|---|---|
| **Workshop** | **No of Employees** | **Average Score/ 10** | **Sample comments from evaluation carried out 3 months after workshop** |
| Corporate Employee Induction | 239 | 8.3 | ▪ Has given me a better understanding of how my role affects my Service and fits in the whole structure.  My focus is on providing a good quality service to residents/ tenants within Aberdeen City.<br>▪ Makes you feel valued and understand how you fit into the Council as a whole. |
| Dealing with Difficult Situations | 71 | 9.3 | ▪ This workshop has definitely made a difference to me.  I deal with difficult callers much better, thinking before I speak etc. Very good trainer - the best I have experienced with the Council.<br>▪ Course has made me think about taking a step back and taking my time when trying to calm a situation. I now try to ask the customer lots of questions to calm them. |

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|---|---|---|---|
| Pre-retirement | 63 | n/a | ▪ *Evaluated in different format (joint training with Aberdeenshire)* |
| Be Assertive | 56 | 9.2 | ▪ I definitely feel more confident and don't worry as much before asking someone to do something.  I remember the principle of 'their reactions are their reactions'.<br>▪ I feel I'm more confident and am also less defensive when dealing with customers which can only be a good thing. The workshop was really good, especially the group interaction and being able to bounce ideas off other people. |
| Successful Presentations | 36 | 9.7 | ▪ The workshop was really good. I feel more confident both in meetings and generally.<br>▪ Trainer was excellent - very direct and to the point,  but in a pleasant manner. |
| Behaviour Breeds Behaviour | 29 | 9.1 | ▪ I have realised the importance of my behaviour, ie the way the customer reacts is largely dependent on me and what I say. I now try to remain calm - have found that customers react better to this.<br>▪ It has made me more self-aware of things like tone of voice, behaviour etc.  Think more before I speak. I have recommended that all my team attend this. |
| Personal Impact with Confidence | 20 | 9.4 | ▪ I am definitely more aware of communication styles now and I think about it before I go into meetings or if a conversation is not going the way I want it to.  I now try to adapt my style to the situation rather than just being 'Green' all the time.<br>▪ The workshop was interesting and raised my general awareness.  The team discussed the workshop (and the outcomes) a lot in the weeks following it. |
| Customer Service - *the X factor* | 19 | 9.1 | ▪ It was good to attend as it puts customer service back in the forefront of your mind and refreshes your memory.<br>▪ It helped boost my confidence and I came away feeling reassured that I am doing a good job and delivering good customer service.  It's easy to get lazy or complacent when you're doing the same job day in day out.  This type of workshop helps build your confidence and refresh the importance of things. |
| Corporate Appraisal | 15 | n/a | ▪ *No evaluations available* |
| Plain English | 15 | 9.6 | ▪ I have adapted my own writing, and also now pick up on other people's writing and tell them to simplify things before publishing<br>▪ I try to use principles taught, especially which words to avoid.  In report writing, I've made a conscious effort to adopt Plain English principles.  Also find myself reading other people's documents and giving feedback such as 'Plain English please'! |
| Understanding Disability | 13 | 8.8 | ▪ Course has refreshed my own awareness and I have raised issues with my senior management (eg lack of access to the Archives room).<br>▪ I now have a better understanding of disability issues and how to deal with them. |
| Influencing People | 8 | 9.2 | ▪ Workshop was very beneficial - excellent trainer.  Have definitely been able to apply some of the skills from the workshop.<br>▪ I definitely give more thought to situations. The training was very relevant, especially the planning. I use this when meeting both internal and external customers. |
| Train the Trainer | 8 | 9 | ▪ Will incorporate more and different types of audience participation, rely less on power-point slides and structure contents better. |

| | | | |
|---|---|---|---|
| | | | ▪ I'll be more enthusiastic and involve the group in exercises and discussion |
| Telephone Techniques | 7 | 8.3 | ● As a generalist course it was good. However, I would have expected more on the specifics of phone use. |
| Effective Writing | 5 | 9.2 | ▪ It was very good, lots of group exercises and interaction.<br>▪ The course was well structured and interesting. |
| **TOTAL** | **604** | **9** | |

| ELECTED MEMBER PROGRAMME | | | |
|---|---|---|---|
| **Workshop** | **No of Members** | **Average Score** | **Sample comments from immediate evaluations** |
| Audit Committee | 36 | 8.3 | ▪ Found the section on roles and responsibilities of the Audit Committee and its members most valuable.<br>▪ Scrutinise more effectively and start doing the job I was elected to do. |
| Planning – Development | 18 | | ▪ *No evaluations available.* |
| Protecting Children | 16 | 8 | ▪ I will think more about the implications for children with Council decision of all types.<br>▪ I found the levels of advice most valuable – action early warning signs, awareness. |
| Planning – Decision Making | 14 | | ▪ *No evaluations available.* |
| Equality is Essential for Elected Members | 11 | 7 | ▪ I understand better the Impact Assessment part of the Committee report<br>▪ I will think about equality in a more structured way. |
| Governance and Scrutiny | 7 | 8.7 | ▪ Well presented and good discussions. Liked the idea that scrutiny is a mindset which should be positive and challenging.<br>▪ The training will be of use immediately in assisting the development of refreshed governance and scrutiny arrangements within the Council. |
| Speed Writing | 6 | 9 | ▪ Best training I've ever had, great day.<br>▪ I will now be able to take more effective notes and translate my own notes. |
| Media Skills | 5 | 10 | ▪ Presenter was excellent and as it was on a 1:1 basis training was tailored to my needs rather than being generic.<br>▪ Probably the first time I can honestly say I found training beneficial. Trainer was superb and although I don't know how much it cost it was well worth the money. |
| Introduction to Local Government Finance | 5 | 8.6 | ▪ It was first class in almost every aspect.<br>▪ More confident now about scrutinising financial information placed before Councillors and feel more able to questions/ challenge the information. |
| **TOTAL** | **118** | **8.8** | |

| **E-LEARNING** | | | |
|---|---|---|---|
| **Module** | **No of Employees** | **Average Score** | **Sample comments from immediate evaluations and evaluations carried out 3 months after completion** |
| Protecting Children | 2924 | 8.4 | ▪ I'm aware of these issues already given I work in the homelessness team. However I think it is excellent that it spells out that Child Protection is everyone's responsibility.<br>▪ It definitely makes you more aware and if you suspected something was going on concerning a child, you would be more likely to act. |
| For your Eyes Only (ICT Security) | 642 | 7.9 | ▪ If I get an email from someone I don't know I delete it. In the past I would have opened it and read it. I am also more aware about password security and use a mixture of upper and lower case number and letters.<br>▪ I am more aware of what I should do, like locking my workstation when I am away from my desk, just have to remember to do it. |
| How to – Prepare for an Interview | 107 | 8.6 | ▪ The main things that I took away were to listen and to let people finish. Not jump in with the answers for them. Also not giving them the answer that I am looking for. |
| Collaborative Planning | 100 | 6.3 | ▪ This was a good introduction to the system for me. I expect I will need access to a helpline in the short term until I am fully familiar with the new system.<br>▪ Course was straightforward, although some managers will struggle with this a little, and if you don't have a finance background you may not understand all the terms.<br>▪ *Course being upgraded based on feedback* |
| Team Leading | 93 | 8.3 | ▪ I use these sort of courses to reinforce my existing knowledge, to check whether there is anything new that I should be doing and to keep myself up to date. |
| Health and Safety Slips and Trips | 91 | 9.3 | ▪ I'm much more aware now, I will go pick something up, even if it is just small. The video was very effective – it's stuck in my mind and I won't forget it. |
| Equal Opportunities and Diversity Essentials | 80 | 7.7 | ▪ After completing the course I was much more aware of issues, I thought more about where we hosted certain activities that were more suited for people, more accessible and bore this in mind when planning activities.<br>▪ Was really useful as it helped with my confidence in knowing what I'm doing is right. |
| Plain English – Grammar Check | 71 | 8.6 | ▪ The course has reminded me of things that I need to do. As I had forgotten a lot of things I am able to print off the information from the OIL course and use as a reference guide. I am also checking things before I send them out, making sure they are correct. In the past I would have just hit the send button without checking. |
| Effective Writing | 66 | n/a | ▪ I now give a lot more thought to how I write emails, I certainly go over them more and don't just send without checking.<br>▪ *Course being upgraded based on feedback.* |
| 360 Tutorial | 58 | n/a | ▪ Clarified what I needed to do, and helped to clear up the issue about what to do when you don't have evidence , so was able to complete the 360 as fully as I could. |
| Managing Yourself | 53 | 7.3 | ▪ I am actively using my to do list and am not just adding to it, I am trying to clear it in advance. I also mark up those items that are more important with a *. |

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| | | | ▪ I experimented with different types of to do list and have settled on mind maps. I also try to action things when they come in or prioritise them and add them to my to do list. |
| Presentations Skills Toolkit | 48 | 8.6 | ▪ This course is not a stand alone it needs to be done in conjunction with the Presentations workshop, this way you will be able get the best from both |
| Appraising your Team | 41 | 8.6 | ▪ Helped me follow a proper structure. I had a clear idea of what I was doing going into the appraisal – as a result it was a positive experience for both parties.<br>▪ I'm much more aware of my faults and really try to listen more and not interrupt, although it's tempting when it goes quiet. Recent appraisals went well. |
| Computer Tutor | 40 | n/a | ▪ The course was a little simplistic for my skill level, however I think that many people in the Council who are not so IT literate would benefit from this. |
| IT Basics | 39 | 6.2 | ▪ I am a lot more confident now.<br>▪ I use the PC more and am a lot more confident since completing the course. I am also able to help the kids out in the classroom if they come to me with any problems. |
| Coaching Skills Toolkit | 37 | 6.9 | ▪ Acted as a refresher of previous training received and reinforced my thinking.<br>▪ *Course currently under review based on feedback* |
| Exploring Equal Opportunities and Diversity | 37 | 8.9 | ▪ Has helped keep me on my toes and I'm much more aware of good practice. It has also been helpful when I'm dealing with service users and helping them realise that the labels others can use are wrong and that they shouldn't pay heed to these. |
| How to – Induct your New Employee | 32 | 9.1 | ▪ It came in very handy when I was inducting a new member of staff in October. I used it as a check list and made sure that I had all the information that I required. |
| Mentoring Skills | 31 | 9.3 | ▪ I am going to encourage other team members to use mentoring as well as mentoring new members of the team myself. I will use this as a tool to look after people. |
| Introduction to Successful Recruitment | 29 | 8.1 | ▪ I am going to be recruiting next week so this course was excellent timing for me.<br>▪ I am certainly more aware now of the importance of the person specification and getting the right balance so that you aren't shortlisting too many people or no one at all. Also the re-reading of phrases, at first something may sound OK but then reading it again you find you are indirectly discriminating against someone. |
| Managing Diversity | 26 | 8.9 | ▪ I am not doing anything hugely different, however, I am adapting my behaviour and taking into account the ways that different cultures act and ask for things. |
| Project Management | 24 | 8.5 | ▪ I found the course very good and interesting. I have started using the skills I learnt without thinking. I have even started taking the lead in projects I wasn't meant to. |
| Consulting Customers | 23 | 6.9 | ▪ A good introductory course, however I would have liked to learn more about conducting research and the applications used as well as analysing the data. |
| Data Protection Essentials | 23 | 10 | ▪ Excellent course - all staff dealing with personal data should complete this. It wasn't gimmicky and pitched at the right level. I have recommended it to all my colleagues. |
| Managing Meetings | 18 | 7.9 | ▪ I use agendas to keep the meeting on track. Also coming prepared re what I am wanting out of the meeting and how this will be achieved.<br>▪ I have also done the face to face course but I felt that the online version is just as good, I really liked the look of the online version and it was easy to follow. |

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| Conflict Skills and Techniques | 18 | 10 | ▪ Course acted as a refresher of prior learning and reading that I'd done on subject<br>▪ I am very satisfied with the experience of this online course. I look forward to similar opportunities. Well done! |
| Building Trust and Motivation | 14 | 6.4 | ▪ I line manage quite a few people and it has given me tips for building trust and helping to motivate the team. It's helped me become more credible within my team.<br>▪ *Course since removed based on feedback.* |
| Career Planning | 8 | n/a | ▪ *No evaluations available.* |
| Making Objectives Happen | 3 | 9 | ▪ I check to see if the objectives I am setting are SMART. |
| **TOTAL** | **4776** | **8.2** | |
| General comments on eLearning | ▪ I think the OIL system is a brilliant way of accessing courses, you can dip in and out of them and don't have to set aside a couple of hours outside of the office to attend. Very useful for the type of work I do.<br>▪ I felt that the delivery through OIL was really good, I was able to do it at my own pace and go back and review sections and not worry about holding up a group of people.<br>▪ I liked this method of delivery, in fact I am now doing more courses on the system. It has all been a steep learning curve for me, but enjoyable.<br>▪ I liked doing this on OIL as I could go in when ever I want, I wasn't having to leave my desk and having to spend more time travelling. I could also stop when I was busy and come back to it.<br>▪ Good that the course would fit in with my workload, could do it when I needed to and didn't have to leave my desk. | | |

| **HEALTH AND SAFETY** | | | |
|---|---|---|---|
| **Module** | **No of Employees** | **Average Score** | **Sample comments from immediate evaluations** |
| First Aid Courses | 437 | n/a | ▪ *Evaluated through Aberdeen College* |
| Handling courses | 247 | n/a | ▪ *Evaluated through Aberdeen College* |
| Operators (Tagging Points) Awareness | 236 | n/a | ▪ *Toolbox talk – no evaluation required* |
| Health and Safety for Managers | 126 | 8.9 | ▪ Really enjoyable and useful – has encouraged me to think differently about my personal responsibility.<br>▪ Will discuss regularly at meetings, ensure good housekeeping, ensure everyone is aware of their responsibility and any consequences. |
| Risk Assessment | 93 | 8.9 | ▪ Really learned something new that I'd been doing but not using in the right way this will now hopefully change working practice. |
| Basic Fire Awareness | 63 | 9.3 | ▪ Very interesting and beneficial course.<br>▪ Made me aware of the procedures if and when a fire occurs. |
| DSE Assessor | 52 | 9.1 | ▪ I will be more understanding of other people's specific needs.<br>▪ Will ensure I use my workstation and DSE equipment in a correct manner. |
| Face Fit Training | 33 | 8.7 | ▪ Found it valuable on all the respiratory face masks. |
| Mental Health in the Workplace | 32 | 8.3 | ▪ Will be more aware of symptoms/ signs/ triggers and team members<br>▪ I'll be more aware of when someone is suffering from stress and intervene sooner. |

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|---|---|---|---|
| Dealing with Stress | 31 | 8.9 | ▪ Will disseminate to members of my management team to alleviate stress at work.<br>▪ Will look for early warning signs. |
| EVAC Chair Operator | 25 | n/a | ▪ *Toolbox talk – no evaluation required* |
| Drugs/ BBV/ HIV/ AIDS Awareness | 24 | 8.9 | ▪ This training will help me better understand the different feelings of those who misuse drugs depending on what they've taken |
| Office Safety | 22 | 8.1 | ▪ I'll take more notice of hazards and do something about them. |
| CoSHH Assessments | 21 | 9 | ▪ I now have a good understanding and feel I can tackle the assessments for staff.<br>▪ I need to audit all chemicals used in my section and carry out the CoSHH assessments. |
| Working at Heights | 17 | 9.3 | ▪ Will follow guidelines and instruct staff on using equipment correctly.<br>▪ Will spend more time in pre-work planning and instruction. |
| Abrasive Wheels | 10 | 8.5 | ▪ I will emphasise to other users the importance of safety.<br>▪ Will check out expiry dates on wheels. |
| Director Involvement in Health and Safety | 9 | 8.5 | ▪ I'll be more committed to promoting health and safety and will work with a better understanding of policy and procedure.<br>▪ Excellent – extremely worthwhile for me. |
| Fire Extinguisher Training | 9 | n/a | ▪ *Toolbox talk – no evaluation required* |
| Accident/ Incident Investigation | 5 | n/a | ▪ *No evaluations available.* |
| Fire Warden Training | 2 | n/a | ▪ *Toolbox talk – no evaluation required* |
| **TOTAL** | **1494** | **8.8** | |

## CORPORATELY SPONSORED QUALIFICATIONS

| **INSTITUTE OF LEADERSHIP AND MANAGEMENT QUALIFICATIONS (ILM)** | | |
|---|---|---|
| Qualification | No signed up/ completed | Sample comments from those completing the qualification and from line managers of those completing |
| ILM Level 3 Management Award/ Certificate | 37 | • **Line manager feedback** - Job performance has improved due to greater understanding – particularly with regards to finance and recruitment.  Now they are being involved in  the recruitment process and have been given responsibility for budgets as a result of their new knowledge and interest. There has also been a difference in the way they manage and influence their staff as a result of the performance management skills they have learnt.<br>• Individual is definitely more confident as a result and is now being more vocal with her ideas. |
| ILM Level 3 Coaching | 11 | ▪ **Participant feedback** - A very worthwhile qualification that I have enjoyed undertaking and would highly recommend to all managers who are involved in coaching in the workplace. |
| **TOTAL** | **48** | |

| CUSTOMER SERVICE QUALIFICATIONS | | |
|---|---|---|
| **Qualification** | **No signed up/ completed** | **Sample comments from those completing the qualification** |
| Institute of Customer Service (ICS) Award | 8 | ▪ I feel the qualification has been beneficial – it has taught me to look at the bigger picture and in particular has been a boost to my personal development . <br> ▪ I will continue to listen and ensure that I understand exactly what is required of me in order that I can focus on my customers' needs. I will also be looking at how my actions impact on my customer, the organisation and my own development. |
| Customer Service Professional | 19 | ▪ *New qualification – no evaluations available as yet* |
| **TOTAL** | **27** | |

| EUROPEAN COMPUTER DRIVING LICENCE (ECDL) | | |
|---|---|---|
| **Qualification** | **No in progress** | |
| ECDL | 238 | ▪ *No evaluations available* |
| **TOTAL** | **238** | |

## INCURRED AND PROJECTED EXPENDITURE FOR KEY PROJECTS - EMPLOYEE DEVELOPMENT (CORPORATE)

| Item | £ Budget Allocation 2009-2010 | £ Projected Spend 2010-2011 |
|---|---|---|
| Developing our Managers' Programme | | |
| Development and delivery of workshops for first line managers and aspiring managers | 64,000 | 50,000 |
| Accreditation including ILM level 3 award, certificate qualifications | 10,000 | 16,000 |
| Induction for New Managers (now incorporated in Developing our Managers' Programme) | 2,000 | 0 |
| Coaching, including ILM level 3 coaching qualification | 4,500 | 5,000 |
| Advanced Skills for Managers | | |
| Development and delivery of workshops for senior managers | 60,000 | 50,000 |
| Executive coaching/ mentoring | 30,000 | 15,000 |
| Hot Topic/ Motivational speakers | 11,000 | 5,000 |
| Behavioural Impact Training for Managers | 110,000 | 110,000 |
| Talent Management including possible development centres | 60,000 | 50,000 |
| Development for Corporate Directors | 20,000 | 10,000 |
| Developing our Employees | | |
| Development and delivery of customer service and personal/ professional development workshops for front line employees including possible development centres for front line | 40,000 | 45,000 |
| Development and delivery of customer service qualifications | 16,000 | 8,000 |
| Corporate Appraisal | | |
| 360 degree appraisal for Senior Managers | 6,500 | 6,500 |
| Additional Priorities for Forthcoming Period | | |
| Elected Member Development | 30,000 | 25,000 |
| Development of e-learning | 80.000 | 75,000 |
| Additional Planned Work for Forthcoming Period | | |

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|---|---:|---:|
| Line Managers' Briefings | 12,000 | 7,500 |
| Corporate Recognising Achievement Ceremonies | 14,000 | 14,000 |
| ICT and ECDL | 15,000 | 15,000 |
| Corporate Decathlon | 8,000 | 9,000 |
| Developing testing to assist manager recruitment | 10,000 | 10,000 |
| Printing and Stationery (HR)/ (ED) | 5,000 | 6,000 |
| Job Fairs and Employment Law Conference | 10,000 | 8,000 |
| Health and Safety | 80,000 | 75,000 |
| Conferences and seminars | 10,000 | 0 |
| Workforce and succession planning, including improving literacy and numeracy | 0 | 50,000 |
| **Core Budget Total** | **705,00** | **665,000** |

| Item | £ Budget Allocation 2009-2010 | £ Projected Spend 2010-2011 |
|---|---:|---:|
| Support to Services changing structure, including workforce implications arising from this | 217,992 | 177,992 |
| **Total** | **922,992** | **842,992** |