

## Final Report Staff Development and Training Action Plan

Action Plan Number	Improvement objective	Activity	Link to Final Report para.	Lead officer	Output targets Date	Outcome target	Outcome PI's
1	To align training with management responsibilities to strengthen accountability	Service planning process to include development and training planning. PDP's to be required for all staff	3.1.5	Executive Directors	Training Plan, individual Personal Development Plans (PDP) for all service areas and all staff April 2004	Managers take responsibility for development of their staff. Processes to support them in place.	Priorities for development and training can be clearly identified.
2	Improve commissioning of corporately provided training	Establish a Strategic Commissioning Group drawn from all Business Groups	3.4.11	Director of Personnel and General Services Executive Director, Education Libraries and Arts	Commissioning Group established to commission and review corporate activities  September 03		
3	Simplify development and training budgets so that they are transparent with clearly defined accountability.	Restructuring of the funding arrangements for corporate resources. Agreement of the budgets to be managed by Business Groups.	5.2.3 5.2.4 5.2.6	Director of Personnel and General Services. Management Board.	Budgets agreed and managerial responsibility defined.  October 2003.	Training resources used to support service improvements.	
4	Reduce overlap between centre v Business Groups particularly H&SS in order to make more cost effective use of resources	Agree role of the Business Group and Centre.	3.4.9	Director of Personnel and General Services.	New structure in place by October 2003		
5	Revise Structure in H + SS to reflect the needs of the service.	Review requirements and plan new structure.	3.4.9	Executive Director H&SS.	New structure agreed by October 2003	New structure in place by April 2004.	
6	Structure remaining at centre is fit for purpose to support Business Group lead	Revise the resources needed to support other Business Groups and The Strategic Commissioning function.	3.4.10	Director of Personnel and General Services.	New structure agreed by October 2003	Business Groups and staff involved in service provision are clear about roles and responsibilities.	

7	Require Business Groups to carry out an annual training needs analysis and produce a Training Plan in order to determine priorities and budget required	Business Groups to agree process and incorporate into Service Planning cycle.	7.2	Town Clerk & Chief Executive Executive Directors.	Training Needs Analysis and Training Plan completed. June 2004	Development and Training addresses Business priorities	
8	More efficient use of training space.		4.3	Director of Personnel and General Services	An implementation plan for use of training space September 03		
9.	Reduce overhead costs for training.	Plan for combination of PDC & Training Centre		Borough Valuer	Resources for managing training spaces reduced.	Savings made on training accommodation	
10.	Refocus IT Training Unit in order to achieve most cost effective way of providing training and support.	Align IT Training Unit with other training.	3.4.5	Director of Finance and Information Systems.	IT training delivered in the most cost effective and efficient way. Report and recommendations on IT training and how it should be provided. April 2004		
11	Improved management information about training activity to enable systematic reviews of investment and equality of access.	Complete training of staff inputting data to training database; re-issue guidance on requirement to record data; monitor that it is happening. Run reports to analyse access to training Agree Management Information requirements of Business Groups.	3.3.102	Learning and Development and Business Group staff.	Single training database fully operational.  December 2003.	All development and training activity recorded on a single database and data systematically analysed to meet agreed reporting requirements. These will vary by Business Group but will include ethnic monitoring.	
12	Maximise the skills and experience of all staff and particularly those who are under	Monitor access to development and training; consider introducing a wider range of opportunities for	6.1.13	Personnel Manager, Learning and Development.	Regular monitoring and staff development programmes agreed with Business groups.	Staff development programmes commissioned and run	

	represented in senior positions	staff to develop their skills for more senior positions			April 2004.		
13	Increased use of e-learning.	Develop a programme and budget to extend 'blended learning' opportunities in general and use of e-learning in particular. Agree evaluation criteria.	3.1.5	SCG Personnel Manager, Learning and Development IT Training Manager.	E-learning pilot for non-IT training established, run and evaluated.  March 2004.	Wider range of learning opportunities available to staff.	
14	Implement on-line booking for in-house training in order to improve and streamline the service.	Define needs; consult users and service providers; prepare spec and project plan; brief staff and managers; set up systems and provide training and support.	3.3.10	Personnel Manager Learning and Development	On line booking system available for in-house training.  December 2003.	100% of corporate programmes bookable on-line. Staff using on-line booking for training.	
15	Commence integration of the training data base with the personnel and payroll system in order to enable a fully integrated HR system.	Review capability of the Personnel and Payroll system, Resourcelink, to meet development/ training needs and prepare project plan for the transition to a single system if appropriate.			Feasibility report on transfer to a single Personnel data base.  December 2003.	Managers and staff have access to training records on-line	
16	Improved evaluation of all development and training.	Develop appropriate evaluation tools which will be used by managers.	3.4.12	Group Management Boards Personnel Manager, Learning and Development.	Impact of development and training is regularly reviewed by managers with an annual evaluation and review report by each Business Group on the impact of investment in staff development and training  May 2004	Improved information relating to the impact of development and training on service improvement  December 03	

17	An updated development and training policy and commitment statement that reflects the responsibility and contribution staff are expected to make to their own development	Consult on and update the D and T policy for the Council for endorsement by the Management Board. Update commitment statement.	7.4	Personnel Manager, Learning and Development.	Revised development and training policy and commitment statement. By October 2003.	All staff have access to a copy of the revised policy and commitment statement.	% of staff aware of the D and T policy and commitment statement.
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