

Committee:	Union Employee Consultation Committee	Agenda Item No.:	9.
Date:	29 <sup>th</sup> July 2009	Category	
Subject:	Corporate Learning & Development Evaluation Report 2007/8	Status	Open
Report by:	Head of Human Resources and Payroll		
Other Officers involved:	Senior Learning & Development Officer		
Director	Chief Executive Officer		
Relevant Portfolio Holder	People and Performance		

#### **RELEVANT CORPORATE AIMS**

STRATEGIC ORGANISATIONAL DEVELOPMENT – Continually improving our organisation, by evaluating the benefits received from Learning & Development events

#### **TARGETS**

The subject matter contributes directly to the achievement/retention of the Investors in People Standard (IiP)

#### **VALUE FOR MONEY**

The proposals deliver value for money for the Council and its customers, by ensuring the Council is clear what benefits have been achieved from learning & development events

#### **THE REPORT**

The attached report has been compiled using post learning and development evaluation forms which are completed at appraisal and appraisal review with input from both the Appraiser and the Employee who attended the event.

The average hourly rate of pay was provided by Finance and is £13.78. This was used to calculate the cost of officer time and was rounded up or down accordingly. One days training was classed as 7 hours, therefore 7 x 13.78 = 96.46 (shown as £96).

The total spend on learning & development is shown on page 3 of the report which shows that whilst Bolsover is spending less than the national average, it

is delivering almost twice the number of days per employee on learning & development events.

## **ISSUES FOR CONSIDERATION**

### **Leadership Development**

Two significant spends during the year were:

<b>Event</b>	<b>Cost</b>	<b>Officer time</b>
ILM Introduction to Management for 15 Middle Managers	£15000 (funded externally)	£13022
NVQ Level 3 in Leadership/Management Development for 14 Junior Managers	£17500	£9067

The Council has been investing heavily in leadership skills over the last three years and is now embarking on Team Leader development, as well as completion of the Junior Managers programme.

The current position is as follows:-

<b>Level of Management</b>	<b>No. of Managers Achieved the Qualification</b>	<b>No. of Managers Working Towards a Qualification</b>	<b>No of Managers to commence a qualification during 2009/10</b>
Directors/Heads of Service	12	1	0
Middle Managers	16	1	0
Junior Managers	12	13	3
Team Leader	0	11	3

In terms of the impact on employee perception of their managers this programme appears to be having an impact, as the following extract from the 2007 employee survey shows:

**Question 8: My Line Manager or Supervisor....**

	2004	2005	2006	2007
Is approachable	81%	82%	89%	92%
Understands my job	61%	75%	81%	87%
Is open and honest	67%	70%	82%	86%
Treats me fairly	-	78%	83%	86%

**Q9 Respondents were asked overall how well they feel that they are being managed.**

A large proportion of respondents (**84%**) said that they are managed 'Well' ('Very well' and 'Fairly well.'). This is a five percentage point increase from 2006 (**79%**).

Positively, this figure has improved year on year from 2004 (**54%**), 2005 (**68%**) and 2006 (**79%**) to **84%** in 2007.

**Organisational Development Events**

These events are not service specific but are necessary in terms of organisational development.

The following show some good examples of how the events have contributed to the benefit of the individual and to team and corporate aims:

Event	Numbers attending	Evaluation Comments
Business Risk Training	26	Used to produce a Business Risk Assessment on the Leadership Development Programme
Absence Management	6	As a Manager I need to listen and not assume. Sickness absence kept below the best profile
Business Continuity Exercise	24	Raised issues regarding shortfalls in systems/procedures
Legionella Awareness	47	Increased knowledge and awareness of issues involved
Manual Handling	12	HSE recognise that this is an effective way of reducing manual handling incidents. These incidents are at the rate of 1 per month in 2007/8 down almost 45% from 1.9 per month for the previous 3 years.
Abrasive Wheel Training	18	Increased knowledge and skills leading to safer working practices and reduction in accidents
Fire Warden Training	13	Awareness of the duties required of a Fire Warden, a Health and Safety requirement. Helped to deliver Key Objectives in the H&S Improvement Plan. Influenced discussion with staff

Customer Service L3 NVQ	7	Improved knowledge and performance in Job Role/Customer Service. Ability to deal at first point of contact
Local Housing Allowance	45	Provided useful information to equip staff to answer customer enquiries and process claims online with new regulations.

The following internal events do not require full post learning evaluation, however, the evaluation done immediately after the event shows good satisfaction with these internally delivered briefings:

Event	Numbers attending	Satisfaction rating
Equalities and Diversity Awareness	79	92%
Appraisals	25	95%
Basic Child Protection awareness	174	93%
Community Safety Training	51	93%
Data Protection/FOI	47	97%
Introduction to customer service	25	97%

The following external events were identified as not being of benefit, not adding to existing knowledge and would not be attended in the future:

Noise in the Entertainment Industry  
 Equal Pay/Equal Pay Audits  
 Our changing profession (Payroll)

### **IMPLICATIONS**

Financial : The total spend on employee learning & development during 2007/8 was £129,861.  
 Legal : None beyond delivery of training to ensure statutory compliance  
 Human Resources: Identification of benefits of learning & development events and it's contribution towards achievement/maintenance of the lIP Standard

### **RECOMMENDATION**

**The report be received.**

ATTACHMENT: Y (1)  
 FILE REFERENCE: N/A  
 SOURCE DOCUMENT: N/A

# BOLSOVER DISTRICT COUNCIL

## CORPORATE LEARNING & DEVELOPMENT EVALUATION

### REPORT

2007/8

This document addresses the following Corporate Aims



STRATEGIC ORGANISATIONAL  
DEVELOPMENT



COMMUNITY  
SAFETY



CUSTOMER  
FOCUSED SERVICES



ENVIRONMENT



REGENERATION



SOCIAL INCLUSION



## **Introduction**

The Council fully accepts its responsibility to make resources available to provide learning and development opportunities for employees. The enterprise initiative and creativity of employees are crucial to the future development and success of the Council's services.

It is important that all learning and development is monitored and evaluated to ensure it improves services and the knowledge and competence of individual employees. This Evaluation Report is to be prepared by Human Resources on an Annual Basis and presented to Elected Members, Senior Management Team, Heads of Service and Trade Unions.

Information on corporate learning and development delivery, resources, funding and performance standards are shown on Page 3.

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## Corporate Learning & Development Resources/Performance

### Internal Resources

The Council provides a wide range of learning and development events which are delivered by the following two employees based within Human Resources and ICT:

Senior Learning and Development Officer  
IT Training and Support Officer

Other learning and development events are delivered by employees with a specialist knowledge in certain areas as follows:

Director of Strategy	Risk Management
	Project Management
Head of CSPD	Freedom of Information (including Data Protection and Environmental issues)
	Compliments Comments and Complaints
Head of Community Services	Community Safety
Customer Service and Access Officer	Compliments Comments and Complaints
Equalities Improvement Officer	Equalities and Diversity Awareness
Health and Safety Officer	Health and Safety Induction
	Manual Handling
	COSHH
Benefits Supervising Officer and Billing/Recovery Supervising Officer	Various topics for Revenues employees

### Total Training Budget Spend 2007/8

Post Entry Training	£16432
Departmental Training Budgets	£77929
Health and Safety	£5000
Management Training (Partnership)	£13000
Leadership Development	£17500
Total	£129861

<b>National Pay and Workforce Strategy Performance Standards 2007</b>		
<b>Performance Standard</b>	<b>National</b>	<b>Bolsover</b>
Annual Gross Training Expenditure Per Employee	£250	£213
Number of Training Days Delivered Per Employee	1.6 days	3 days



The following sections of this report links each learning and development event to the relevant Corporate Aim and identifies the achievements delivered by this training.

Amounts for Officer Time have been calculated using the average hourly rate £13.68 provided by finance and rounded up/down to the nearest Pound.

## Community Safety

Learning and Development	No	Cost £	Officer Time £	Contribution to Corporate/Service Objective
ASB & Social Housing Conference	3	738	289	
Delivering Safer and Confident Communities	1	0	96	
Prosecuting Envirocrime	2	398	193	
Community Safety Training	51	0	1405	No post evaluation required. 93% satisfaction rating.
Basic Child Protection and Vulnerable Adults Awareness	174	0	6780	Maintains awareness of such issues. Useful refresher training. No post evaluation required. 93% satisfaction rating.
Advocacy Developing Your Skills	1	0	96	
Doorstep Crime	2	0	193	
Fire Safety Risk Assessment Training	2	0	385	
Electrical Safety Training	1	110	96	
Investigation Skills Workshop	1		96	
C&G 2391 Inspection Testing Electrical Installation	2	1420	578	Legislative requirement, improved knowledge, safer working practices and improved customer services.
Fire Warden Training	13	260	537	Awareness of the duties required of a fire warden. A H&S requirement. Helped to deliver key objectives in H&S Improvement Plan. Influenced discussions with staff.
Gas Safety CEN1 and HTR1	2	1098	193	Legislative requirement, improved knowledge, safer working practices and improved customer services.
Building Surveys and Bulk Sampling for Asbestos	2	1150	579	Legislative requirement, improved knowledge, safer working practices.
Early Intervention for Families at Risk	2	0	193	

## Community Safety

Learning and Development	No	Cost £	Officer Time £	Contribution to Corporate/Service Objective
National Certificate for Licensing Practitioners	1	195	96	Reinforced the rules and regulations and ensured we are doing it correctly.
Enforcement – The Full Story	1	110	96	
Delivering Justice and Reducing Crime in Local Communities	1	0	96	
ACPO Youth Justice Programme	2	790	289	
Business Continuity Exercise	24	0	496	Raised issues regarding shortfalls in systems/processes.
Cable Avoidance Training	15	400	1446	Safer working practices
Training and Assessment Gas Safety CCNI	1	740	482	See below
Training and Assessment Gas Safety CCNI,CKRI,CENI,HTRI,METI	1	1024	496	Legislative, Improved current knowledge, safer working practices and improved customer service.
Post Graduate Certificate in Anti-Social Law & Strategies	2			Greater knowledge, understanding and ability to resolve ASB issues.
Legionnaires Disease	3	0	289	
Legionella Awareness	47	0	1391	Increased knowledge and awareness of issues involved. No Post Evaluation required. 95% Satisfaction rating.
Housing Health & Safety Ratings system	1	295	96	
Racking Safety Training	4	200	386	Maintains EH competency in H&S Inspection and enforcement of statutory duties

## Customer Focused Services

Learning and Development	No	Cost £	Officer Time £	Contribution to Corporate/Service Objective
ESO Familiarisation Event	1	0	96	
Transforming Customer Services	2	330	193	Increased knowledge of emerging national agenda on Customer Service. Contributing to achieving Corporate Charter Mark.
National Customer Service Week	2	0	289	Introducing credit card system into contact centres
Communicating Reputation	1	80	96	How to manage Council's reputation and get the best from it.
Introduction to Customer Services	25	0	909	Post evaluation not required. 97% satisfaction rating
Customer Service Level 3 NVQ	7	6650	2064	Improved knowledge and performance in job role/customer service. Ability to deal at first point of contact.
Local Housing Allowance	45	130	1915	Provided useful information to equip staff to answer customer enquiries and process claims online with new regulations.
LHA Implementation Day	1	120	96	Useful information to implement new regulations.
LHA Seminar	3	0	286	Understanding of how the software system assesses LHA.
System Supervisor	2	410	386	Understanding of how to produce documents in uniform, better customer service.
Spatial Administration	2	410	386	Increased knowledge of mapping administration able to offer better customer service.
Using Access with Uniform	1	480	96	Best use of access within uniform offering better Customer Service.
ESDG Toolkit Event	1	0	96	Some aspects extremely useful for use in the Customer Service and Access Strategy.
City & Guilds Level 2 Plumbing	2	1196	4630	Multi-skilled providing a more efficient service.

## Environment

Learning and Development	No	Cost £	Officer Time £	Contribution to Corporate/Service Objective
Cleaning and Caretaking	8	0	110	
Clean Neighbourhood Master Class	1	195	96	
CIEH Standing Conference on Land Contamination	1	0	96	Maintained competency requirements. Implemented new techniques and practices providing better customer services.
Smoke Free Training for Regulatory Officers	4	0	386	Complex exercise, well planned - will help carry out statutory duties
Monitoring Problem Particulates	1	0	96	
Practitioners Guide to Visual Tree Assessment	1	160	96	
Safer Food Better Business Workshop	1	0	96	
CC Training – Ground Gas Characterisation	1	145	96	
The Integration of Air Quality Management with Climate Change	3	0	289	Useful training, raised awareness for auditing emissions during statutory duties.
Illegal Meat	1	105	96	
Dog Control Seminar	2	500	193	Assisting with the effective and sustained delivery of functions.
EHO Briefing Day	1	0	96	Gave an overview of forthcoming legislation to enable me to plan the departments operations.
The Responsible use of Rodenticides in Rural/Urban Environments	2	100	193	
Pesttech 2007	1	0	96	Better appreciation of good practice
MSc Environmental Health	1	3000	2315	Improved knowledge and skills (ongoing)
Waste Management NVQ Level 4	1	3400	413	Improved knowledge and skills just started (ongoing)
BTec HNC Construction	1	866	2315	Improved knowledge and skills (ongoing)
Trading standards EH Update Training	10	120	965	
Petrol Stations Unloading/Filling and Vapour Recovery	1	0	96	Maintains EH competency in enforcement of statutory duties
Clean Neighbourhood and Environment Act		0		
Noise in the Entertainment Industry	1	0	96	Training did not add to existing knowledge
FSA Food Hygiene Enforcement Intervention	1	0	96	

## Environment

<b>Learning and Development</b>	<b>No</b>	<b>Cost £</b>	<b>Officer Time £</b>	<b>Contribution to Corporate/Service Objective</b>
Biodiversity Breakfast Seminar	1	0	28	Audit of Biodiversity duty undertaken and due to be reported to SMT in Jun 2008.
Low Carbon Technical Briefing; Small Scale Wind	1	0	96	
Climate Change and Planning	1	0	96	
Greening our Towns and Cities	1	0	96	
Sustainability and Transport Growth	1	0	96	
Recycling Managers Course	1	0	289	
CABE Space Leaders Programme	1	535	96	Skills gained used towards green flag status.
CDM Awareness	2	0	386	Increased awareness of the new CDM Regulations.
Eddie Staley Training Day	5	150	482	Useful training which helped personal development and to carry out statutory duties.

## Regeneration

Learning and Development	No	Cost £	Officer Time £	Contribution to Corporate/Service Objective
Working with LSP/LAA across East Midlands	1	0	96	
Business Improvement Package – Practitioner’s Event	1	0	96	
Regeneration Forum	1	0	96	
Using the Arts with Young People at Risk	1	150	96	
Pounds for Parks	1	170	96	
ISRM Conference	3	1095	579	Knowledge gained used to improve quality of service.
Mediation in a Nutshell	2	200	193	
Pushing Parks Forward	2	170	193	
Special Schools PE and Sports Conference 2007	1	95	96	
Learn from Provider	1	215	96	
YMCA Keiser Cycle	1	110	96	
Give us Back our Game Workshop	1	20	193	
Introduction to the New Gambling Act	1	170	96	
Sustainable Design and Construction	2	180	193	
Planning Law Update (RTPI Conference Series)	2	1255	193	Directly influenced core strategy, housing work, use of ATLAS and report to Planning Committee on pre application advice.
Planning Online (Public Access)	19	0	186	
Construction Design and Management	12	900	1158	Increased knowledge of revised regulations/practices
Building a Future for East Midlands	1	110	96	
Understanding Commercial Property Management	1	248	96	
Local Area Agreements Comprehensive Area Agreement	1	325	96	
Regeneration; Places People and Prosperity	1	0	96	
Architectural Styles	1	250	96	
Design Issues in Development Control	1	250	96	
Introduction to Planning System Clerical, Admin and Technical Staff	1	250	96	

## Regeneration

Learning and Development	No	Cost £	Officer Time £	Contribution to Corporate/Service Objective
Advanced Planning System Clerical, Admin and Technical Staff	1	250	96	
Establish a Robust Evidence Base for Planning Policy	3	198	578	
Writing Effective Policies in LDF	4	186	386	
Understanding Concept Statements	2	180	193	
Apethorpe Hall Project Briefings	1	20	96	
The Planning Convention	3	175	868	
Making Pre-application Discussions/Design/Access/Statement	1	525	96	
LGA Conference on the Planning White Paper	1	0	96	Confirmation that the Core strategy needs to be central to the Councils thinking
Planning Performance Agreements	2	0	193	National advice on operation of potential new planning tool
Heritage Counts 2007	1	0	96	Information written into Historic Environmental scheme.
Implement Local Development Framework	1	0	96	
East Midlands Regional Design Conference	1	0	96	
The SNR – How to do an Economic Assessment	1	100	96	
New Style Development Plans (RTPI Conference)	1	125	96	LDF advice from planning inspectorate directly influenced core strategy
MSc Urban & Regional Planning	1	1195	2315	Improved knowledge and skills (ongoing)
NVQ2 in Coaching Angling	1	?	413	?
Economics and Economic Change Degree	1	610		Improved knowledge and skills(ongoing Open University)

## Social Inclusion

Learning and Development	No	Cost £	Officer Time £	Contribution to Corporate/Service Objective
Equal Pay Update	1	80	96	
Overpayments Training	1	350	96	Helped to evaluate current procedures.
Overpayment Integrities	1	350	96	
Mechanisms for Delivering Affordable Housing	1	0	96	
Duty to Involve Seminar	1	100	96	
Equal Pay and Equal Pay Audits	3	405	289	Learnt little, not recommended for anyone else
The Working Neighbourhood Fund	3	165	289	
Implementing the Revised Equality Standard	1	359	96	Crucial to Level 3 Equality Standard Implementation
Talking Sense about Migration	1	219	96	Used knowledge to produce SMT report and development of Polish Community Project.
Participation So What	1	0	96	Contributing to ongoing achievement of Level 3 of Equality Standard.
Disability Awareness Training	8	0	358	
Chartered Institute of Housing Annual Conference	1	610	289	Updated on current legislation.
Domestic Re-assessment Package	1	916	193	Up to date information used to ensure improvement of services.
Stock Retaining Authorities Chief Officers	1	275	193	
Introduction to Means Testing for Housing Grants	2	260	193	Ability to operate grant system within legislation.
Equalities and Diversity Awareness	79	0	3266	Post evaluation not required. 92% satisfaction rating
Data Protection/FOI (Workforce)	27	0	744	No evaluation done.
Inspiring Parenting Solutions	1	270	96	
Capita Local Government and Social Housing Conference	2	0	386	
Homeless Law Training	10	12	965	
Academy Benefits Subsidy Seminar	1	375	96	



## Strategic Organisational Development

Learning and Development	No	Cost £	Officer Time £	Contribution to Corporate/Service Objective
Abrasive Wheel Training	18	1125	1736	Increased knowledge and skills, leading to safer working practices and reduction in accidents.
Absence Management	6	0	248	As a Manager I need to listen hard, not assume and ask questions to clarify. Sickness absence kept below best quartile
Appraisal Briefing	25	0	689	Post evaluation not required 95% satisfaction rate
Benefits Balancing and Reconciliation	1	350	96	
TEN Open Training	1	250	289	
CSR07 Challenge and Opportunities for Local Government	1	399	96	
LGA Annual Conference and Exhibition	1	250	289	Ensure authority is aware of latest developments and continuous improvement is maintained
East Midlands FSA/LACORS Regional Update	3	0	289	
Computer Basic – Using Computers	4	0	138	
Computer Basics Word/Excel	1	0	48	Improved skills using computers, more efficient working.
Presentation Skills	1	80	193	Ability to use skills gained and share with others.
Process Costing to Support	1	95	96	
Efficiency and Transformation	1	0	96	
TEN Annual User Conference	2	0	193	Essential to keep up to date on latest software developments.
DATA Quality Conference	1	0	96	Increased knowledge.
TEN Web Server Workshop	1	275	96	Increased knowledge/skill.
TEN National User Group	1	0	96	Increased knowledge.
Introduction to Council Tax	2	250	193	
Action Planning – Examples Seminar	1	0	96	
Local Authority Accounting	2	890	193	
1 <sup>st</sup> Aid at Work 1 day (Emergency 1 <sup>st</sup> Aid)	8	420	771	8 Emergency First Aiders
1 <sup>st</sup> Aid at Work 2 day (Refresher Training)	16	700	3087	16 Qualified First Aiders
1 <sup>st</sup> Aid at Work 4 day	15	787	5788	15 Qualified First Aiders
Data Protection/Freedom of Information	47	0	1619	Post evaluation not required. 97% satisfaction rate
Working with the New Performance Framework	1	349	96	Essential for keeping up to date on National Developments.

## Strategic Organisational Development

Learning and Development	No	Cost £	Officer Time £	Contribution to Corporate/Service Objective
Handling Difficult Situations	5	0	206	Identify/handle difficult situations and awareness of grievance procedure. Improved management of staff.
Health and Safety Induction	56	0	1543	Post evaluation not required.
Delivering Learning in Partnership	1	0	96	
Chris Local Authority User Group	2	220	193	Essential CPD, enhanced knowledge and more efficient use of the system.
Our Changing Profession	2	198	193	No benefit to department. Will not attend in future.
Employment Law Update	2	220	193	Employment law briefing for managers produced
ITIL Business Skills	2	597	579	Improved effectiveness and efficiency of the department.
Employee Pay Rights	1	99	96	Up to date on procedures to ensure payroll is run correctly.
Pension Employer Seminar	2	0	1193	Implemented the changes to LGPS smoothly.
Audio-visual Congress and Conferencing	1	0	96	
Civica Local Government User Group	1	0	96	Increased knowledge.
Perform Briefing	6	0	165	Increased knowledge and skills for new users.
Mastering ARCGIS 9.2	1	765	289	Resolving support calls and providing better customer service
ICT Security Briefing	43	0	296	Post Evaluation not required.
Internet Essentials	3	0	83	
Using Email and Basic Excel	2	0	55	
Immediacy CMS Essentials	6	0	124	
MS Outlook Essentials	5	0	138	
MS Excel Essentials	16	0	441	Skills will be used to produce more efficient documents.
ICT Sustainability	2	195	192	
Document Templates	1	480	96	Providing better customer service.
Academy Document Engine Workshop	2	300	193	
Immediacy CMS Essentials	2	0	82	
ISH Server	2	950	193	Improved skills and better customer service

## Strategic Organisational Development

Learning and Development	No	Cost £	Officer Time £	Contribution to Corporate/Service Objective
Improving Service Delivery Through Corporate Web and GIS	2	165	193	Gave good ideas for GIS/CRM integration. GIS Strategy, web development and enabling the department to offer better Customer Service.
MS Word Mail Merge	5	0	86	
HR21 Kiosk Training	31	0	214	Greater understanding of how KIOSK will work for employees.
MS Power Point Essentials	8	0	220	Improved skills to deliver a better service. Provide improved service to Dept.
MS Excel Advanced	14	0	482	More efficient administration. Useful for future projects. Better service provided for Dept.
MS Access Queries	3	0	83	
MS Outlook Intermediate	1	0	28	
Land Registration Law and Practice Certificate	1	750	96	In addition to the personal benefits, the knowledge has been spread through the legal section.
New Look ill Health Seminars	1	155	96	Essential CPD regarding new look ill health scheme
Standards Board Roadshow 2007	1	0	96	
Standards Committee Assessment of Complaints	1	80	96	
How to Benefit from an Internal File Review	1	0	55	
1 <sup>st</sup> Aid Forward Conference	2	150	193	
Local Land Charges Conferences	1	600	289	Authority kept updated in this area
Manual Handling	12	0	331	HSE recognise that this training is one effect way of reducing manual handling accidents. Manual Handling accidents are at the rate of 1 per month in 2007/08, down almost 45% from 1.9 per month for the three previous years.
Development Management	1	0	96	
Negotiating and Interviewing Skills	1	200	96	
Stress Management Training	30	2000	1447	Identified what stress is.
Gazetteer Management	1	410	96	
Getting the Balance Right – Workload Management	4	2120	772	Better working practices. Improved efficiency and effectiveness in role
Local Government Delivering Practical Solutions	1	0	96	

## Strategic Organisational Development

Learning and Development	No	Cost £	Officer Time £	Contribution to Corporate/Service Objective
Negotiating and Interviewing Skills	1	200	96	
PPS3 – The Way Forward	1	95	96	
Project Management	6	0	284	Useful in managing change.
Quality Auditor Training	9	0	868	
Recruitment and Selection	13	0	537	It will ensure we recruit the right candidate for any future vacancies that arise.
HB Superuser	1	500	193	Increased knowledge and skills improved customer service.
SQL Fundamentals	1	350	96	
Autocad Auto Upgrade & Training	3	2250	868	Improved knowledge and skills and able to provide better customer service.
Local Authorities and Business Partnerships & Programmes	1	100	96	
Managing Disciplinary Issues	1	140	96	
Business Risk Officer Training	26	0	1075	Enhanced knowledge already gained at Team Meetings. Production of Business Risk Assessment on Leadership Development Programme.
CTax Superuser	1	500	193	Improved knowledge
Introduction to UNIFORM with Spatial	3	410	579	Basic knowledge of the system thereby able to offer better customer service. Reduction in the time Caps had to be contacted for uniform support
Preparing for the Residential Property Tribunal	2	250	193	
Local Authority Accounting	2	890	193	
Giving Evidence at Enquiries	1	449	96	
Committed for Local Taxation	2	190	193	Excellent course which provided technical knowledge
BA 2hons Business and Admin	1	1245	2315	Improved knowledge/skills in post for Recruitment, Motivation, IT.
IRRV Distance Learning	2	4772		Improved knowledge and skills (ongoing)
CIMA	1	1400	2315	Improved knowledge and skills (ongoing)
Managing and Maintaining Microsoft Window Server	1	185		
AAT Level 4	1	1420	2315	Improved knowledge and experience in job role.

## Strategic Organisational Development

Learning and Development	No	Cost £	Officer Time £	Contribution to Corporate/Service Objective
IRRV Technician	1	338		Improved knowledge and skills (ongoing)
HND Business IT Conversion	1	610	2315	Improved knowledge and skills (ongoing)
NVQ Level 4 Management	2	2500	826	Improvement in Leadership skills used to improve own and team's performance.
ILM Level 5 Introduction to Management	15	15000	13022	Enabled me to better manage staff/team. How the attitude and action of a manager can influence others.
Management Development Workshops/Management NVQ Level 3	14	17500	9067	Still ongoing. Improved leadership skills and management of staff.
IOSH Health and Safety for Senior Executives	11		978	Improvement on awareness of H&S responsibilities and management techniques.
Fire Warden Training	5	260		
OSHAS 18001 Health and Safety Auditor Training	1	485	120	
Niftylift 120	6	1920	579	Increased knowledge and skill in the use of this equipment Leading to safer practices and reduction in accidents.