

**Great Baddow Parish Council**  
**The Parish Hall, 19 Maldon Road, Great Baddow, CM2 7DW**  
**Telephone 01245 472937, Fax 01245 477890**  
**e.mail - info@greatbaddowparishcouncil.co.uk**

**Training Statement of Intent - October 2008**

Further to a meeting of the Organisation, Methods and Personnel Sub Committee on 21<sup>st</sup> July 2008, the committee agreed a Training and Development Policy for the Council. This was ratified by a meeting of the full Council on 4<sup>th</sup> August 2008 and is attached at Appendix 1.

**The Council's Commitment to Training for Officers and Members**

The Council is committed to

- the principle of encouraging members and officers to enhance the skills and competencies that are needed by the Council to achieve its aims and priorities and for each individual's own development, by further training
- providing an environment in which all members and employees can reach their potential
- providing equal opportunity to all to develop their knowledge and to learn new skills and providing equality of access to training
- providing a process to develop the abilities of all the individuals in the organisation and to satisfy the current and future needs of the organisation

**Identifying Training Needs**

The Council must evaluate the training needs of all members of staff and members to identify specific training needs. Individual Training records are kept for all employees and members.

These needs must first be identified with reference to the overall objectives of the Council and to the requirements of each individual to enable them to carry out their job and/or role. Specific requests from all individuals will also be considered.

Examples of the Training Needs Assessment forms to be distributed to staff and members are attached at Appendix 2 and Appendix 3.

Formal and informal discussions and interviews with each individual will follow the completion of the Training Needs Assessment form.

Certain external factors may have to be taken into account as well and these might include:

- Changes in legislation
- New equipment/New processes and/or working methods
- New and revised qualifications
- Accidents/Professional error or mistakes/Complaints to the Council

Once the training needs have been evaluated, development plans will be drawn up in consultation with each individual.

### **Sourcing Training to meet the needs**

From the Development Plans, training events and courses will be identified and a calendar of planned events will be drawn up. Sources for these training events will include:

- Essex Association of Local Councils and Essex Training Partnership
- Chelmsford Borough Council
- Essex County Council
- Rural Community Council of Essex
- National Association of Local Councils
- Society of Local Council Clerks
- Private Training Companies, where applicable

### **How will Training be Delivered?**

A variety of training solutions should always be considered to meet a learning need. These solutions may include:

- Coaching or mentoring by the manager or other expert
- On the job training by an experienced colleague
- Project work
- Case study
- A visit to another authority
- Specific reading
- Internal or external courses
- Structured work experience such as secondments outside the authority where practical and where it will contribute to an individual's development
- Professional courses.

When a training course or workshop is the most appropriate solution, these may be provided by one of the following ways:

- An external professional trainer delivering in-house
- Using other internal 'experts' to train others i.e. managers who are recognised and respected for having a strength in a particular area e.g. budgets or absence management. They should be used to train others, as long as they have the necessary communication skills to impart that knowledge. They will be given trainer training or coaching skills
- Attendance at an externally provided course / workshop / conference
- A combination of the above.

Training does not have to last all day. Specific topics can be addressed by a speaker or discussion session. These sessions may only need to last 15 minutes or an hour to be effective. An alternative approach is to organise a workshop, which may last for an hour or two.

## **How Will Training Be Evaluated?**

The ways in which training effectiveness can be measured include:

- Employee feedback
- Employee take-up rates
- Measurement against key objectives.

Managers should ask their employee what they learnt from the course and how they are going to put it into practice. Evaluation should assess the impact on performance.

Where there are council wide initiatives e.g. customer service, it should be decided at the start how training will be evaluated. The project sponsor should be asked what he / she specifically wants to achieve from the initiative to establish the measures of success / return on investment. The methods of evaluation should also be agreed at this stage to ensure the necessary resources are allocated.

The contribution that training has made to the Council's objectives can be assessed each year. The manager should ask their staff to review the extent to which training has helped in the achievement of last year's objectives and this will be documented on a form, which is then passed to the Clerk.

## **Measuring the Impact of Training**

The development plans and calendar of planned training events will be evaluated on an annual basis to establish how effective they have been.

This will lead to identifying extra or further training needs for the future.

This process is designed to be a continuous 360° process.

## **Budget for Training**

A budget for training is factored into the Council's budgeting each year and for the 2008/2009 Financial Year is £2945.

# Appendix 1

**Great Baddow Parish Council**  
The Parish Hall, 19 Maldon Road, Great Baddow, CM2 7DW  
Telephone 01245 472937, Fax 01245 477890  
e.mail - info@greatbaddowparishcouncil.co.uk

## TRAINING AND DEVELOPMENT POLICY

### 1. Statement

The Council is committed to

- the principle of encouraging members and employees to enhance the skills and competencies that are needed by the Council and for their own development by further training
- providing an environment in which all members and employees reach their potential
- providing equality of access to training

All sponsored training must relate directly to the needs of the Council, be relevant to an individual's duties and be subject to the availability of financial resources.

### 2. Training Objectives

To identify training and development needs in the light of statutory requirements and necessary standards of competence and to set annual priorities in the light of those needs, given budgetary constraints

To produce an annual costed training and development plan which will provide suitably trained, qualified and motivated members and employees for the Council at the right time and level

To provide facilities for training and retraining to meet the changing needs of the Council and to keep a record of the training received by individuals and to monitor and evaluate the effectiveness of the training and development plan

To provide employees with a greater understanding of the purpose and working of the Council and their part in it and to foster the development of job satisfaction and positive attitude towards personal development.

### 3. Identification of Training Needs

Members and employees should have regard to the following when considering training and development needs:

- Workload implication of training
- The individual's past attainments if the application is for continued academic sponsorship

- The most economic and effective means of training
- The provision and availability of the training budget
- Priority of each individual's needs with regard to budget.

#### **4. Training Schemes**

Training courses and seminars will be financed from the Parish Council staff-training budget.

It is expected that individuals undertaking qualification training will attend the nearest establishment offering the required course at the appropriate level.

Ad hoc training courses and seminars will be arranged through the most relevant supplier.

Individuals must take responsibility for their own development and are expected to avail themselves of the opportunities provided and to make use of training and development to enable them to respond flexibly to change.

21<sup>st</sup> July 2008

## Appendix 2

**Great Baddow Parish Council**  
The Parish Hall, 19 Maldon Road, Great Baddow, CM2 7DW  
Telephone 01245 472937, Fax 01245 477890  
e.mail - info@greatbaddowparishcouncil.co.uk

### PRIVATE AND CONFIDENTIAL

### STAFF TRAINING NEEDS ANALYSIS

Before writing or recording anything, take time to think about the skills you currently have, the tasks in the year ahead and how you may need to equip yourself to fulfill those tasks.

You need to look at your own personal and professional skills and identify the following:

- Areas of strength
- Areas where you have little or no experience and will need further training and development
- Areas which need refreshing

You may also wish to reflect upon

- The parts of the job in which you excel
- Aspects of your work that prevent you from achieving your goals
- The main challenges in your present and future role
- The parts of your present role that you may wish to develop
- The skills and qualities that you have which are not fully utilised
- The skills and qualities you need to develop
- The kind of support that would enable you to maximize your role

Name

Job Title

Are there skills and qualities that you have which you feel are not fully utilised?

What skills and qualities do you want to develop and what kind of support/resources will be required to achieve this?

Are there any specific skills training that you would like to undertake? This can include practical and personal skills and also refresher courses. This should also take into account training towards any long-term goals.

Are there any aspects of your work that prevent you from achieving your goals?

Are there parts of your present role that you wish to develop in the future?

Any Other Comments

## Appendix 3

**Great Baddow Parish Council**  
The Parish Hall, 19 Maldon Road, Great Baddow, CM2 7DW  
Telephone 01245 472937, Fax 01245 477890  
e.mail - info@greatbaddowparishcouncil.co.uk

### PRIVATE AND CONFIDENTIAL

#### MEMBERS TRAINING NEEDS ANALYSIS

Before writing or recording anything, take time to think about the skills you currently have, the tasks in the year ahead and how you may need to equip yourself to fulfill those tasks.

You need to look at your own personal and professional skills and identify the following:

- Areas of strength
- Areas where you have little or no experience and will need further training and development
- Areas which need refreshing

You may also wish to reflect upon

- The main challenges in your present and future role
- The parts of your present role that you may wish to develop
- The skills and qualities that you have which are not fully utilised
- The skills and qualities you need to develop
- The kind of support that would enable you to maximize your role

Name

Are there skills and qualities that you have which you feel are not fully utilised?

What skills and qualities do you want to develop and what kind of support/resources will be required to achieve this?

Are there any specific skills training that you would like to undertake? This can include practical and personal skills and also refresher courses.

Are there parts of your present role that you wish to develop in the future?

Any Other Comments