

TAYSIDE CONTRACTS JOINT COMMITTEE - 25 AUGUST 2008

Report by the Managing Director

Subject: *ANNUAL TRAINING AND DEVELOPMENT REPORT*

ABSTRACT

Tayside Contracts is committed to the development and training of its employees and this report details training and development activities undertaken in financial year 2007/08 and the plans for financial year 2008/09.

1. RECOMMENDATION

It is recommended that the Joint Committee:

1. Note the activities and achievements undertaken in 2007/08; and
2. Approve the plans for the training and development activities in 2008/09.

2. BACKGROUND

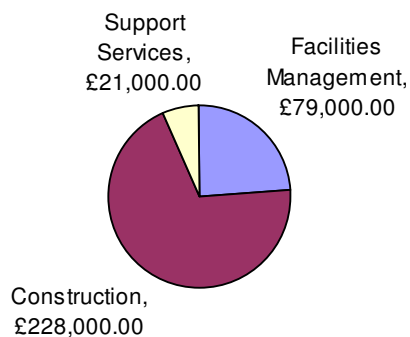
Reference is made to report number JC 22/2007 approved by the Joint Committee on 20 August 2007 which highlighted the ongoing achievement of employee training and development, the continued improvement of processes and outcomes aligned to the Investors in People standard, and the continuing commitment to management development.

In addition the organisation continued:

- to be committed to developing a more highly skilled and flexible workforce, by retaining approved training centre status through a number of awarding bodies,
- to increase the number of qualified and competent employees in S/NVQs, (Scottish/National Vocational Qualifications) and other qualifications through approved registration schemes.

3. TRAINING ACTIVITIES AND ACHIEVEMENTS 2007/08

Tayside Contracts continued its commitment to training, developing and realising the potential of all staff during 2007/08 by investing £328k in employee development. The breakdown of the investment was as follows:



The Business Plan KPI for 2007/08 was to deliver 80% of the Training Plan and Budget. This was surpassed with the achievement of 84% of the Training Plan and Budget being delivered over the course of the year.

This investment supported 5,723 employee training occasions. A summary of the training and qualifications achieved during 2007/08 is attached as Appendix 1.

Some of the key learning and achievements which supported the core business activities during the year were as follows:-

- **Temporary Traffic Management (Other Roads) training & certification – 59 employees achieved the award**

This programme of training ensured we remain compliant when installing, maintaining and removing temporary traffic management on rural and urban roads. The employees benefited from receiving information as per an approved criteria laid down by a national awarding body. Upon successful completion of the course employees received a certificate and registration card which proves their understanding and competence for a 5 year period.

- **Food hygiene training & certification - 60 employees achieved the award**

This programme of training ensured we complied with our respective clients' contracts and their respective Environmental Health department's requirements in accordance with the relevant food hygiene legislation. The employees benefited from receiving a great deal of useful and valuable information that they would not otherwise know regarding food safety and through successful completion of an exam they also received a national certificate.

- **Induction training - 140 employees attended the training**

This programme of learning has made staff more aware of their role and how they contribute to the team and business objectives within Tayside Contracts. This has also contributed to improved team and individual performance by helping them to settle down quickly into the job and become familiar with their colleagues, the working environment, the job and the organisation.

- **Construction Skills Certification Scheme (CSCS) or affiliated registration card - 143 employees achieved the card**

This programme of development demonstrated our commitment towards the CSCS registration scheme, ensuring our employees on site carry CSCS or affiliated cards as proof that they are compliant with the MCG Qualified Workforce commitment. There is also an increasing trend in requests from clients for proof of an appropriately qualified workforce and CSCS helps the organisation confirm this competence. Likewise our business objectives include delivering safe methods of working to our clients and by having a workforce that has achieved nationally recognised qualifications, we can be confident that we provide the best possible service to our clients. Finally the concept of competency also enables us to comply with the new CDM Regulations.

- **Scottish Vocational Qualification or equivalent - 198 employees achieved the award**

These programmes are an integral part of our business plan and ensure we continue to work towards having a fully competent and flexible workforce. Employees were provided with a focused, on the job context for their training and development and through their ability to demonstrate they can do the job to a standard of competence that has been defined nationally by industry they achieved a qualification.

- **Health & Safety training and / or assessment - 192 employees were successful**

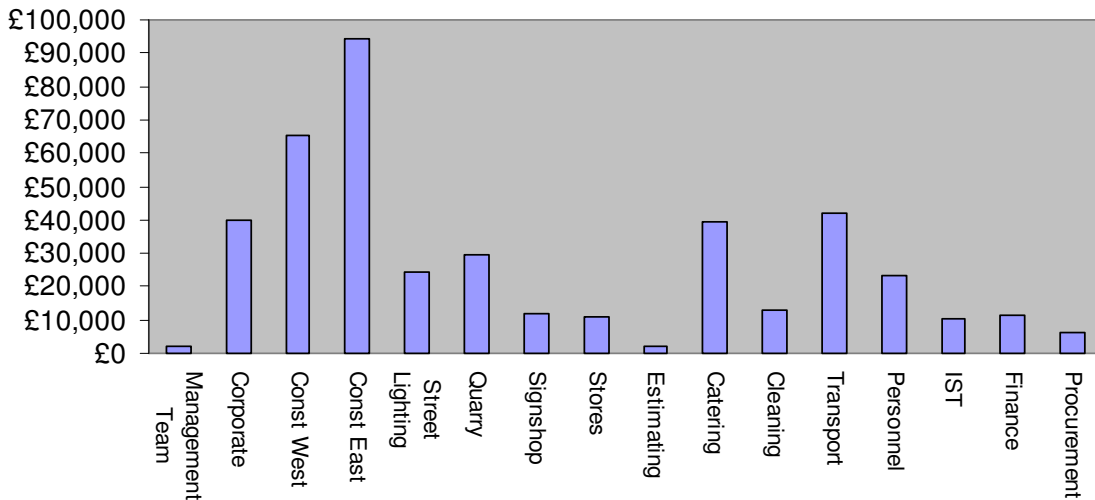
These programmes support the business objective of constantly improving health, safety and environmental performance. It also demonstrates to our clients that the health and safety awareness of our employees remains current.

The employees benefit from receiving a great deal of useful and valuable information that they take back to their job ensuring that they conduct themselves in a safe manner.

4. **TRAINING & DEVELOPMENT AIMS FOR 2008/09**

Training Plan and Budget

The Training Plan and Budget for 2008/09 has been approved at £400k. It will deliver learning events that have been identified through the Tayreview process and that will help support the achievement of the overall Business Plan and Business Objective Three: 'Effectively manage and develop our people'. The 2008/09 training budget is as follows:-



Training Spend Per Employee

The table below illustrates the expenditure on training and development activities per employee within each Unit.

It should be noted that the proportionately higher spend in respect of Construction employees compared to Catering and Cleaning employees is consistent with the respective business sector norms given the ever-increasing trend within the construction sector of clients requiring proof of an appropriately qualified workforce. The training cost data does not reflect the number of training occasions for employees as the vast majority of training activities for Catering and Cleaning front-line employees is on-job training to which no costs are attributed in the training budget. Whereas within Construction much of the training is off-job and the training costs include the employee's pay and the cost of plant, vehicles or equipment required for the training. During 2007/08 there were 3,352 training occasions within Catering and Cleaning compared to 2,141 training occasions within Construction (as detailed in Appendix 1). This is a more accurate reflection of the equitable distribution of employee development activities within Catering and Cleaning and Construction than the cost per employee data featured below.

Division	Training Budget	£ Per Employee	Division	Training Budget	£ Per Employee
CMT	£2,000	£400	Catering	£39,228	£53
Cons West	£65,113	£458	Cleaning	£12,726	£11
Cons East	£94,164	£667	Transport	£41,870	£1,021
Street Lighting	£24,561	£472	Personnel	£23,387	£899
Quarry	£29,549	£1,343	IT & Quality	£10,577	£1,511
Signshop	£11,961	£2,392	Finance	£11,166	£446
Stores	£10,649	£968	Procurement	£6345.00	£2,115
Estimating	£2,325	£465			

Approved Training Centre Status/National Awards

Resources will continue to be invested for re-approval to offer qualifications and specific courses from the following Awarding Bodies:-

- Scottish Qualifications Authority (SQA)
- British Signs and Graphics Association (BSGA)
- Royal Environmental Health Institute of Scotland (REHIS)
- National Federation of Highways Training Centres (Equipment Operators Registration Scheme (EORS))
- Institute of Leadership & Management (ILM)
- Street Works Qualifications Register (SWQR)

The Business Plan KPI for 2008/09 is to deliver at least 80% of the Training Plan and Budget.

Investors in People (IIP)

Tayside Contracts successfully retained its Investor in People (IIP) status for all five divisions following re-accreditation based on the building block approach in February 2005. A whole-organisation strategic review followed and recognition as an Investor in People was achieved December 2005.

Tayside Contracts is required to be re-assessed on a three yearly cycle to retain its Investors in People status. The assessment is to be the first post-recognition review since achieving whole-organisation status and is planned to commence and be completed by December 2008.

Leadership and Management Development

Tayside Contracts has developed a Leadership and Management Development Strategy which is integral to our continued investment in Management and Leadership Development.

Through on-going delivery of coherent, systematic, and progressive learning and development for all managers/leaders we can expect benefits including well-led, motivated teams in all units which will enable us to meet our key business objectives, effectively manage change and continue to provide an effective and professional service to our clients and customers.

Construction Skills Certification Scheme (CSCS)

Tayside Contracts continues to recognise the value of developing and registering its workforce within Construction Division under the Construction Skills Certification Scheme. The organisation will continue to align its training and development towards achievement of SVQs and CSCS registration cards and maintain its Silver Standard of commitment (50% of the workforce).

Supported Schemes

Tayside Contracts is fully supportive of the various opportunities for young people. Pupils and students from local schools, colleges and the Employment Disability Unit have gained work experience through placement in various offices, schools and depots and the organisation has remained proactive at local career events. Tayside Contracts will continue to support these initiatives.

The organisation will train and support five young people within the Transport Unit through the Modern Apprenticeship and Skillseekers initiative.

A summary of the key development themes for 2008/09 is attached as Appendix 2.

Commercial Activity

Tayside Contracts generated over £84k through commercial work in 2007/08. The training section will continue to offer its expertise on a commercial basis.

5. FINANCIAL IMPLICATIONS

The costs of these initiatives will be contained within the current and future revenue budgets.

6. DIVERSITY AND EQUALITY IMPLICATIONS

There are no specific diversity or quality implications associated with the approval of this report.

6. CONSULTATION

The Clerk and Proper Officer to the Joint Committee have been consulted on the terms of this report.

7. CONCLUSION

The greatest asset Tayside Contracts has is its employees. This report summarises the positive way in which we are going about developing our employees to achieve their full potential.



**IAIN C WADDELL
MANAGING DIRECTOR**

BACKGROUND PAPERS

No background papers were relied on in preparing this report.

Appendix 1 – Training & Development 2007/08

Construction	Employee training occasions
Conferences & Seminars	20
Corporate Induction	20
Health & Safety Learning	479
Leadership & Management Development	67
Plant & Vehicle Training	161
Safe Working Arrangement Instruction	563
Tools & Skills Training	374
Qualifications	455
Total Occasions	2139

Stores	Employee training occasions
Conferences & Seminars	2
Health & Safety Learning	36
Leadership & Management Development	3
Plant & Vehicle Training	2
Safe Working Arrangement Instruction	327
Tools & Skills Training	9
Qualifications	16
Total Occasions	395

Transport	Employee training occasions
Conferences & Seminars	3
Corporate Induction	4
Health & Safety Learning	45
Leadership & Management Development	17
Plant & Vehicle Training	41
Tools & Skills Training	6
Qualifications	18
Total Occasions	134

Quarry	Employee training occasions
Conferences & Seminars	5
Corporate Induction	2
Health & Safety Learning	7
Leadership & Management Development	4
Plant & Vehicle Training	8
Tools & Skills Training	2
Qualifications	17
Total Occasions	45

Signshop	Employee training occasions
Conferences & Seminars	3
Corporate Induction	1
Tools & Skills Training	1
Total Occasions	5

Catering	Employee training occasions
Conferences & Seminars	13
Corporate Induction	32
Health & Safety Learning	123
Leadership & Management Development	152
Safe Working Arrangement Instruction	855
Tools & Skills Training	162
Qualifications	72
Total Occasions	1409

Cleaning	Employee training occasions
Conferences & Seminars	6
Corporate Induction	73
Leadership & Management Development	112
Safe Working Arrangement Instruction	1719
Tools & Skills Training	23
Qualifications	10
Total Occasions	1943

Estimating	Employee training occasions
Corporate Induction	2
Tools & Skills Training	1
Total Occasions	3

Finance/Procurement	Employee training occasions
Conferences & Seminars	7
Corporate Induction	1
Health & Safety Learning	7
Leadership & Management Development	35
Tools & Skills Training	11
Total Occasions	61

IST	Employee training occasions
Corporate Induction	1
Health & Safety Learning	1
Leadership & Management Development	27
Tools & Skills Training	14
Qualifications	5
Total Occasions	48

Personnel	Employee training occasions
Conferences & Seminars	15
Corporate Induction	4
Health & Safety Learning	16
Leadership & Management Development	46
Plant & Vehicle Training	5
Tools & Skills Training	53
Qualifications	5
Total Occasions	144

Appendix 2 - Key employee development themes for 2008/09

Planning for 2008/09 has identified the following key employee development themes:

- Leadership Development
- Traffic Management training
- LGV training including familiarisation, driving and inspection techniques
- IOSH Health and Safety training
- REHIS Elementary Food Hygiene
- Customer Care learning
- Street Works training
- Tools & Skills training
- Plant training
- SVQ assessment programmes
 - Construction Site Management
 - Management Level 4
 - Highways Maintenance
 - Winter Maintenance Unit
 - Storage, Warehousing & Distribution
 - Safety, Health & Environmental
 - Administration
 - Highway Electrical Systems Public Lighting
 - Cleaning Building Interiors
- Induction training
- Fire extinguisher
- Cable Avoidance and Location
- IT training
- Manual Handling training
- Strimmer and Brushcutter Operation
- Signing Lighting and Guarding