

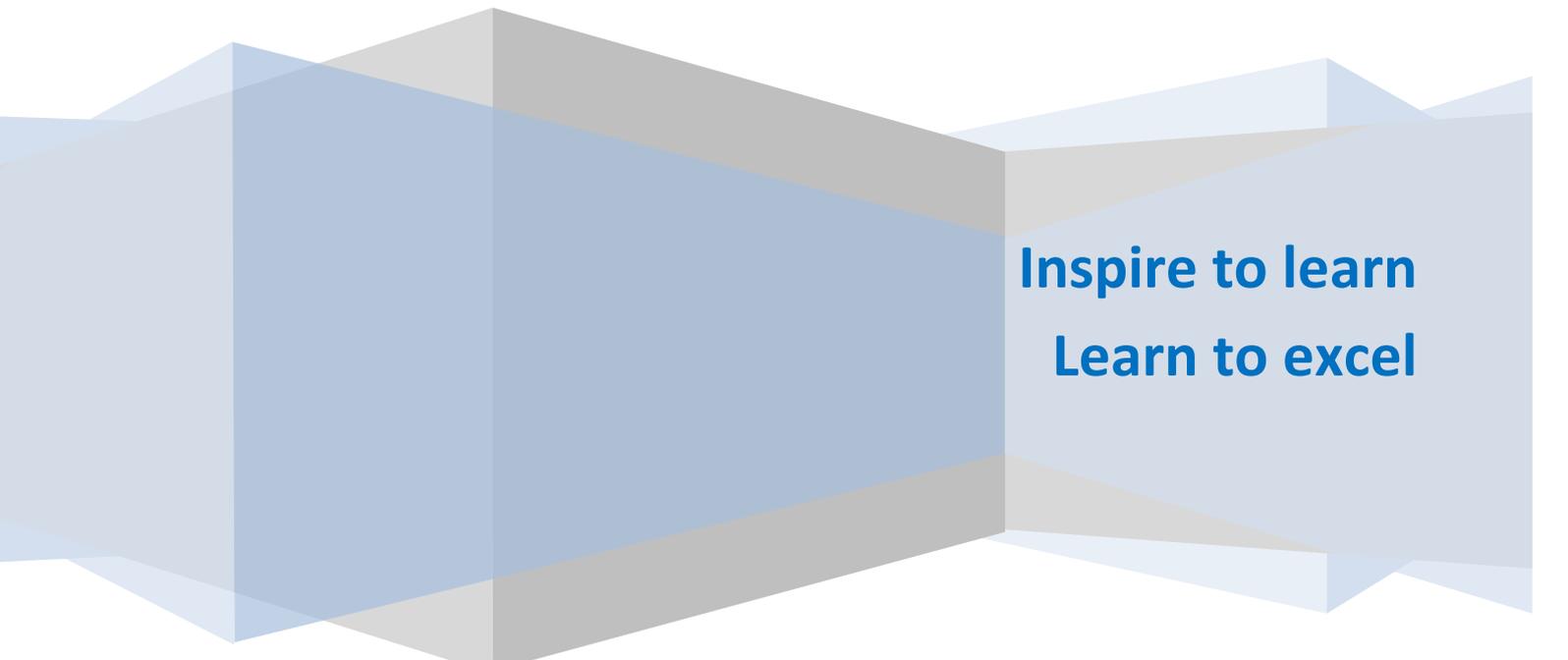
Appendix 1

Causeway Coast & Glens Borough Council

Approved Training Centre

Business Plan

Causeway Coast & Glens Council Training Group



Inspire to learn
Learn to excel

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1. Executive Summary

Delivering accredited training in-house makes best use of available resources and provides the opportunity to utilise and develop skills which currently exist within Council. This will enable trainers to deliver professional, cost effective and tailored training to the needs of employees.

The in-house training will compliment external training as part of Council commitment to learning and development of our people. The training will provide employees with the necessary competency to carry out their tasks.

The Training Group has established a vision, scope, purpose and aim for in-house training which reflects Council Interim Corporate Plan. They have identified 6 accredited training courses that mirror the needs of Council and can be delivered with minimal expenditure, as required.

Designated training courses:

***‘Promoting and developing
people and competence’***

1. IOSH Managing Safely (IOSH)
2. First Aid (EMAS)
3. Health & Safety in the Workplace, Level 2 (HABC or CIEH)
4. National Pool Lifeguard Qualification (RLSS)
5. Children Protection (NSPCC)
6. Lone Working

Operational costs reflect actual cost of trainer, mileage allowance, course fee and other expenses (see table 2, page 8) and are very favourable when comparing to external training providers. After initial start-up cost of £4,825.00, required to deliver the six training courses, the centre will be sustainable, **cost neutral**, and have the potential to generate an income.

All trainers must meet the minimum requirements of the Awarding Body such as Teacher / Training Qualification, the minimum being ‘Train the Trainer’ with subject knowledge and experience (1-2 years). Trainers will be responsible for planning and preparation of their training course and for their continual professional development as a trainer within their subject matter.

The Organisational Development Team will be responsible for the administration of training including the functions of the centre, promotion and development, plus leading the Causeway Coast & Glens Council Training Group.

There are definite strengths and weaknesses for Council to undertake in-house training (page 10). But overall the strengths by far outweigh the weaknesses and the business case makes good sense for Causeway Coast & Glens Council to deliver accredited training to improve work performance through learning.

The Organisational Development Team will review the training centre after 12 months to measure success against the aims and evaluate continued viability.

This is a win; win situation and the Training Group highly recommend Council adopt this report in full and provide permission to set-up Causeway Coast & Glens as an approved training centre with the designated awarding bodies.

2. Introduction

The Training Group has been set up to develop Causeway Coast & Glens Borough Council as an Approved Training Centre. The Training Group recognize training as being integral to the on-going learning and development of our people. This will provide them with the necessary competencies to carry out their tasks effectively and in a professional manner in keeping with Council policies, values and beliefs.

It makes good business sense to undertake necessary training provided by competent trainers. This will assist the Council in meeting its obligations while developing people to improve their work performance.

Appendix 1 provides an explanation of the regulatory and awarding bodies; training centre providers and useful abbreviations within the learning sector.

'Learning by doing'

Our Vision

Our vision is to deliver quality, sustainable training in-house as part of the learning and development of our employees in line with Council core values and objectives.

Scope

The scope is to deliver in-house, accredited or unaccredited training in an environment which is conducive to learning, supports and engages the individual to develop and achieves the desired learning outcomes.

Where it is practical, feasible and in keeping with Council values training will / may be offered, on occasions to the wider community.

Purpose

The purpose of delivering in-house training is to support the personal development of employees and improve work performance. The centre will provide customised, flexible and cost effective training which reflects the need of the Council at a time and place of their convenience. After initial start-up cost it will be sustainable, **cost neutral**, and have the potential to generate an income.

Aims

- To gain approved training centre status with the awarding bodies (Table 1) within the first 3 months of council approval
- To create a register of trainers to deliver training as per table 1 early in 2015
- Trainers to sign a code of conduct and commitment to training
- To plan and deliver professional training within 6 months of approval
- Pricing to be cost neutral and charges per training course to reflect expenses
- Maintain retrievable documentation by Learning & Development Department (LDD) and trainers
- To assess and evaluate training
- To establish within 12 months internal and external verification of training
- To promote continuous professional development of trainers

3. Accredited Training Courses

The Training Group acknowledges, throughout the various Councils that staff have been delivering professional in-house training for many years. It is the intention of the group to collectively harness this in-house training expertise as the foundation to build training excellence.

In-house training is a useful resource for any organisation but it is not practical or feasible to meet all Council training needs. Therefore the In-house training will complement the overall training needs of Council; and if successful, additional courses may be added following a 12 month review.

The Training Group has identified 6 key courses (Table 1) which reflect the needs of Council that will be delivered in-house within the first 12 months of operation.

Table 1 Training Courses

Training Course Title	Awarding Body
1. IOSH Managing Safely	IOSH
2. First Aid	EMAS
3. Health & Safety in the Workplace, Level 2	HABC or CIEH
4. National Pool Lifeguard Qualification	RLSS
5. Children Protection	NSPCC
6. Lone Working	City & Guilds

4. Trainer Criteria & Duties

The Organisational Development Team (LDD) will create a register of trainers who will complete the Trainer Declaration (Appendix 2) and deliver training in their area of competency.

Trainers will be registered with the relevant awarding body who will determine the minimum criterion a trainer must achieve in order to deliver training. This is a measurement of the trainers competency and is necessary to maintain the highest standards of training and a form of due diligence both for the trainer and centre.

The minimum standards include:

- Teaching / training qualifications such as 'Train the Trainer' this is the minimum and depending on the subject level may require a higher standard of training such as City & Guilds 7407 Teaching in Further Education
- Subject Knowledge in the given topic
- Experience and skills in the given subject matter. This may vary from 1-2 years of experience

The Causeway Coast & Glens Council will invite interested parties to volunteer as a trainer and sign a declaration of commitment. Trainers who have not accomplished the minimum teaching qualification 'Train the Trainer' will be provided with this training.

Trainers will plan, design and deliver the training according to the awarding body syllabuses and assessment.

The in-house training will be facilitated by trainers whose primary role will be to deliver their 'day to day job' with training being a secondary role. Therefore it is imperative to schedule training throughout the year which is proportionate and balanced regarding their primary role. Trainers will receive advanced warning of training by the LDD who will be responsible for scheduling training.

Training will be tailored to the needs and learning style of employees to optimise the learning process. Benjamin Franklin said **“tell me and I will forget. Teach me and I will remember. Involve me and I learn.”**

5. Training Centre Expenditure

Providing n-house accredited training will incur expenses which can be divided into:

- **Operational cost** take account of the average cost per training course allowing for 12 delegates (Table 2) and Appendix 3 which provide a more detailed breakdown of cost
- **Set-up cost** (Table 3) explain what set-up cost consist of.

Table 2 Operational Costs

o N	Training Course	Awarding Body	Duration	Refresher	Delivered	Trainer scale	Trainer rate	Mileage	Annual Licence Fee	Course Fee	Delegate book	assess/cert	Total	Delegates	Course Average
1	Managing Safely	IOSH	3 days	N/A	HSWO	PO1	£466.53	£136.50	£0.00	£50.00	£216.00	£240.00	£1,109.03	12	£92.42
2	First Aid	EMAS	3 days	3 years	DM	SO2	£339.89	£136.50	£200.00 Assess	£0.00	£33.60	£0.00	£509.99	12	£47.20
3	Health & Safety in the Workplace L2	HABC	1 day	3 years	HSWO	PO1	£116.63	£45.50	£0.00	£0.00	£90.00	£90.00	£342.13	12	£28.51
4	Lone Working	City & Guilds	1/2 day	3 years	HR	SO1	£51.60	£45.50	£0.00	£0.00	£0.00	£0.00	£97.10	12	£8.09
5	Child Protection	NSPCC	1/2 day	3 years	HR / Manager	SO1 / PO2	£51.60	£45.50	£0.00	£0.00	£0.00	£0.00	£97.10	12	£8.89
6	Lifeguard**	RLSS	1 day		DM	SO2	£0.00	£0.00	£111.13	£0.00	£0.00	£96.00	£207.13	12	17.26

*Assumptions: Full day = 8Hrs; Half day = 4Hrs; Staff are at the bottom point in scale based on 14/15 pay scale. Farthest point to travel would be from Limavady to Moyle at 65p/mile. **Lifeguard packs for new delegates £53 and renewal every 2 years for £19, has been calculated over a year

Table 3 Set-up Costs

Causeway Coast & Glens Council Training Group		
SET-UP COSTS		
	Training Course	Cost
1	IOSH Managing Safely (LASAN Licence for Council)	0
2	First aid (consumable available via leisure centres)	0
3	Health & safety in the workplace subject registration fee	230
	Health & safety in the workplace trainer registration fee	80
4	Lone Working Maybo Saferwork Conflict Management Train the Trainer (City & Guilds). To train 4 members of staff at £792	3165
5	Child protection	1350
6	Lifeguard	0
	TOTAL COSTS:	4825

Other cost will include:

- Resources such as power point presentation, DVD's, etc.
- Hardware such as laptop, projector & first aid consumables, etc.

The above resources and hardware are currently available but in the future will be replace through the LDD who may decide to introduce a nominal fee for training to ensure the training centre is sustainable by recuperating costs.

Table 4 Comparison Training Cost (allows for 12 persons on course)

Causeway Coast & Glens Council Training Group							
Comparison Training Costs External v In-house							
		St John Ambulance	Quell	Training Solutions	BEMAC	NSPCC	In-house CCGTG
1	IOSH Managing Safely			275.00	236.66		92.42
2	First aid	140.00					47.20
3	Health & safety in the workplace				69.16		28.51
4	Lone Working		58.53		33.33		8.09
5	Child protection*						8.89
6	Lifeguard*						17.26

*It is current practice to deliver this training in-house

6. Documentation and Administration

The documentation and administration is an essential part of a training centre being a success and is so often underestimated. Documentation must be retrievable and maintained. It can be divided into what the trainer and the Learning & Development Department will undertake as follows:

The Trainer

Preparation is essential to delivering effective and engaging training. The trainer must prepare the following prior to training:

- Register – names, date, location, subject, etc.
- Lesson plan – describes learning outcomes, resources, activities, etc.
- Presentation
- Training activities
- Hand-out
- Assessment
- Evaluation

The Learning & Development Department (LDD)

The LDD will be responsible for the administration of training including the functions of the centre, promotion and development of training plus lead the Training Group.

This will include organising training courses and accommodation, liaising with stakeholders; maintaining documentation including a corporate training matrix and any other duties associated with operating a training centre.

Viability of a training course will be determined by a minimum number of delegates. If the training is to be charged then suitable arrangements must be established such as once a course has been agreed a minimum non-returnable deposit must be provided and all monies paid one month in advance of course being delivered.

Internal verification of training standards must be established and agreed to ensure compliance with accredited bodies are being maintained. The centre will set annual targets which are SMART based.

‘Our council investing in our people’

7. Strengths and Weaknesses of In-house Training

Strengths:

- Council investing in the personal development of staff
- Tailor training to the needs of council delegates
- Flexible and convenient training at a time that suits management / staff
- Training delivered on site reducing the need for delegates to travel
- Delivering in-house cost effective training
- A demonstration of Council commitment and investment in training
- To provide cost effective training to the wider community in keeping with Council objectives and values
- Assist Council to meet its Interim Corporate Plan and operational objectives

Weaknesses:

- Trainers may decide they no longer wish to continue training
- The frequency of training in any subject will be limited to 3-4 courses per year and will depend on availability of trainers

8. Training Group Role

The training group has been set-up to establish the Approved Training Centre for the Causeway Coast & Glens Borough Council. Thereafter its role is advisory to the Organisational Development Team to promote and develop training. The group should reflect the needs of the council and trainers.

9. Conclusion

In-house accredited training will be a Council resource with added value by delivering cost neutral training. It will support the Organisational Development Team through training and development of employees to improve work performance. It will be in keeping with the Council Interim Corporate Plan

This is a win; win situation and the Training Group highly recommend Council adopt this report in full and provide permission to set-up Causeway Coast & Glens Council as an approved training centre with the awarding bodies to deliver the designated courses.

10. Recommendations

- a) To seek approval from the Council to progress the Training Centre Approval Status with Awarding Bodies as in Table 1.
- b) Invite, interested persons who are committed to training, to register and complete 'Train the Trainer' Spring 2015
- c) Training Centre to be operational by June 2015
- d) Complete awarding body application / registration forms as per Table 2
- e) To agree a budget to cover set-up costs as in Table 3
- f) Appoint persons to complete Child Protection train the trainer (1)
- g) Appoint persons to complete Lone Working train the trainer (4)

- h) Review training after 12 months of being operational against established aims; determine findings, conclusion and recommendations which should include future goals /or viability.

Appendix 1 - Definitions

Regulatory Body

This is the statutory body set up by government in the various jurisdictions. They include CCEA (NI); SQA (Scotland); Ofqual (England and vocational qualifications in NI) and Welsh Government (Wales). Their task is to ensure the minimum standards are being maintained for accredited qualifications. The regulatory body will carry out frequent inspections / audits of awarding bodies such as CIEH or NEBOSH.

Awarding Bodies

These are the organisations which provide a wide range of accredited qualifications. They will provide the course curriculum, assessment and resources depending on subject. They include renowned organisations such as IOSH, CIEH, NEBOSH and many more. If an organisation wants to deliver a course provided by the above bodies they must go through a Training Centre provider or register directly as a centre. The awarding bodies are regulated by CCEA, SQA, Ofqual, etc.

Training Centre Provider

It is the Training Centres that provide the training and must be registered with the Awarding Body to deliver their courses with registered trainers. The trainers must meet the minimum criteria to teach the appropriate course. The centres must comply with the standards set by the Awarding Bodies who may inspect and audit the centre, documentation and training being delivered at any reasonable time.

Abbreviations

CCEA – Council for the Curriculum Examination and Assessment
SQA – Scottish Qualification Authority
Ofqual – The Office of Qualifications and Examinations Regulations
IOSH – Institute of Occupational Safety and Health
NEBOSH – National Examination Board in Occupational Safety and Health
CIEH – Chartered Instituted of Environmental Health
HABC – Highfield Awarding Body for Compliance
DEL – Department of Education and Learning
LGTG - Local Government Training Group
NPLQ – National Pool Lifeguard Qualifications
RLSS – Royal Life Saving Society
IQLG – Institute of Qualified Lifeguards
NTA – National Trainer Assessor
EMAS – Employment Medical Advisory Service
NSPCC – National Society for the Prevention of Cruelty to Children
LDD – Organisational Development Team

Appendix 2 – Trainer Declaration

Causeway Coast & Glens Borough Council

Train the Trainer Criteria

Learning and Development of employees will assist council to fulfil its corporate plan to deliver a high quality, sustainable and professional service.

Currently across the cluster councils training is mainly undertaken by external providers with some ad hoc in-house training by staff. But moving forward into the Causeway Coast & Glens Council there is opportunities to link up, plan and deliver a wider variety of professional, accredited training in-house.

In the interim period a Training Working Group has been established to look at training and have identified the need to enrol staff who would be willing to deliver training in their field of competency and be part of a network of trainers.

Council invite staff to put their name forward and undertake train the trainer course which will be delivered early 2015.

Interested staff must meet the following criteria to complete Train the Trainer Course:

1. Identify a competency which you have experience in and is transferable e.g. Life Guard Instructor
2. To be committed and a willing participant in the training network team
3. To deliver professional, flexible and tailored training to meet the needs of the organisation
4. To complete all relevant documentation and liaise with Human Resources as required

If you can meet the above criteria, interested in personal development, want to make a difference in the Causeway Coast & Glens Council then please register your interest by identify your competency, sign and return the declaration to Sandra.kelly@causewaycoastandglens.gov.uk

Declaration I am committed to deliver training within my competency and to adhere to the above criteria.

Employee signature: _____ **Date:** _____

Manager Endorsement: _____ **Date:** _____

Appendix 3 - Awarding Body Requirements

HIGHFIELD AWARDING BODY FOR COMPLIANCE (HABC)

1) Training Centre:

- Admin procedures for trainers, candidates, manage examinations, etc.
- Complaints policy
- Appeals procedure
- Equality and diversity policy
- Health & safety policy
- ID policy

2) Training Centre Costs

- Centre Registration Fee - currently free (normally £300.00)
- The cost to deliver a qualification registration fee is £30.00 +VAT per subject
- Cost to register a trainer is £00.00
- Assessment paper & certificate / student is:
 - i. First aid at work - £9.25 (on-line registration)
 - ii. First Aid refresher Training -£9.25 (on-line registration)
 - iii. Emergency First Aid - £4.75 (on-line registration)
 - iv. Defibrillator Training - £4.75
 - v. Fire Awareness Training: Level 1 - £7.50; Level 2 £8.00
 - vi. Safe Moving and Handling Qualifications - £8.00
 - vii. COSHH Awareness Training - £7.50
 - viii. Risk Assessment Training: Level 1 & 2 - £8.00 and Level 3 -£22.00
 - ix. Health & Safety in the Workplace(Level 2) - £8.00
 - x. Life Instructor - £35.00

Note: HABC has introduced a **minimum annual expenditure of £1000.00**. This equates to purchasing 125 training packs at £8.00/packs or a mixture of booklets / training packs. If this target is not achieved then **the centre will be surcharged £300.00 +VAT annually**.

3) Regulatory Body

HABC is regulated by the qualifications accredited body SQA, Ofqual and CCEA

4) Training Centre Approval Process

- Complete application form
- Complete declaration
- Plan and prepare policies and procedures for running centre
- Register trainers with HABC. Require training qualification / subject experience

5) Time Line

Approximately 4 weeks or less to complete documentation and gain approval

Chartered Institute of Environmental Health (CIEH)

1) Training Centre:

- Administration & contact point for trainers & candidates
- Manages examination material & distribution of results
- Arranges location for training & registered CIEH trainer
- Responsible for training standard, delivery & assessment

2) Training Centre Costs

- New Training Centres pay a one off set up fee of £285
- The Centre must register each qualification at a cost ranging from £50.00 - 315 +VAT per qualification registration depending on subject
- The trainer must be registered for each subject they will deliver at a cost of £40.00 +VAT per qualification registration.
- Assessment paper & certificate / student is:
 - i. First aid at work - £9.25 (on-line registration)
 - ii. First Aid refresher Training -£9.25 (on-line registration)
 - iii. Emergency First Aid - £4.75 (on-line registration)
 - iv. Defibrillator Training - £4.75
 - v. Fire Awareness Training: Level 1 - £7.50; Level 2 £8.00
 - vi. Safe Moving and Handling Qualifications - £8.00
 - vii. COSHH Awareness Training - £7.50
 - viii. Risk Assessment Training: Level 1 & 2 - £8.00 and Level 3 -£22.00
 - ix. Health & Safety in the Workplace(Level 2) - £8.00
 - x. Life Instructor - £35.00

3) Regulatory Body

CIEH is regulated by the qualifications accredited body Ofqual

4) Training Centre Approval Process

- Complete application forms for centre, qualifications and registered trainers
- Sign registration agreement

5) Time Line

Approximately 28 working days or less to complete documentation and gain approval

Employment Medical Advisory Service (EMAS)

1) Training Centre:

- Administration & contact point for trainers & candidates
- Manages examination material & distribution of results
- Arranges location for training & registered trainer / assessors
- Responsible for training standard, delivery & assessment

2) Training Centre Costs

There is no direct cost to gain and maintain HSENI approval. Certificates and assessments will be done within house.

There will be a cost for external assessors when assessing staff. Other cost incurred will include purchasing of resources e.g. first aid books, First Aid Power Point Presentation consumables – wipes, replacing manikins, etc.

Note RVLC has at present several manikins. Therefore initial set-up cost should be estimated at £300.00

3) Regulatory Body

The regulated body is EMAS and all Training Providers in NI must be register with them.

4) Training Centre Approval Process

By completing as above:

- Complete application forms (FAW2007AT1) for approval of First Aid at Work
- Letter of Undertaking (FAW2007AT2)
- Complete checklist (FAW2007AT3). This includes a copy of proposed first aid certificate with 'HSENI Approval No' and other documentation
- Complete forms (FAW2007AT4) to register First Aid Trainers / Assessors (minimum of 4)
- FAW approval questionnaire
- If LBC submission is successful then a pre-approval meeting will take place between the HSENI and the responsible person. A certificate of approval will be issued.

5) Time Line

Approximately 10-12 weeks from completion of documentation to gaining approval

Institute of Occupational Safety and Health (IOSH)

1) Training Centre:

- Trainers must hold health and safety qualification level 3 and have at least two years' work experience. Plus at least two years training delivery experience.
- Administration & contact point for trainers & candidates
- Manages examination material & distribution of results
- Arranges location for training & registered CIEH trainer
- Responsible for training standard, delivery & assessment

2) Training Centre Costs

- An initial licence fee of £180.00 for the first year and a renewal fee of £100.00 per year
- The fee for your Training Package e.g. Managing Safely = £1500.00
- Each time you deliver the course a fee of £50.00
- Delegate book £18.00 per person
- Certificate per person £20.00
- Note nominated IOSH member or lead trainer must attend Familiarisation Training Day at IOSH HQ at a cost of £45.00

3) Regulatory Body

The regulated body is Ofqual

4) Training Centre Approval Process

- Complete and sign application form
- Additional trainer application form if necessary
- Sign IOSH Training Provider Terms and Conditions of Licence

5) Time Line

Approximately 10-12 weeks from completion of documentation to gaining approval

National Examination Board in Occupational Safety and Health (NEBOSH)

The NEBOSH set up for Approved Training Centre / Registered Trainers is similar to IOSH

Appendix 4 Approved Training Centre Spider Map

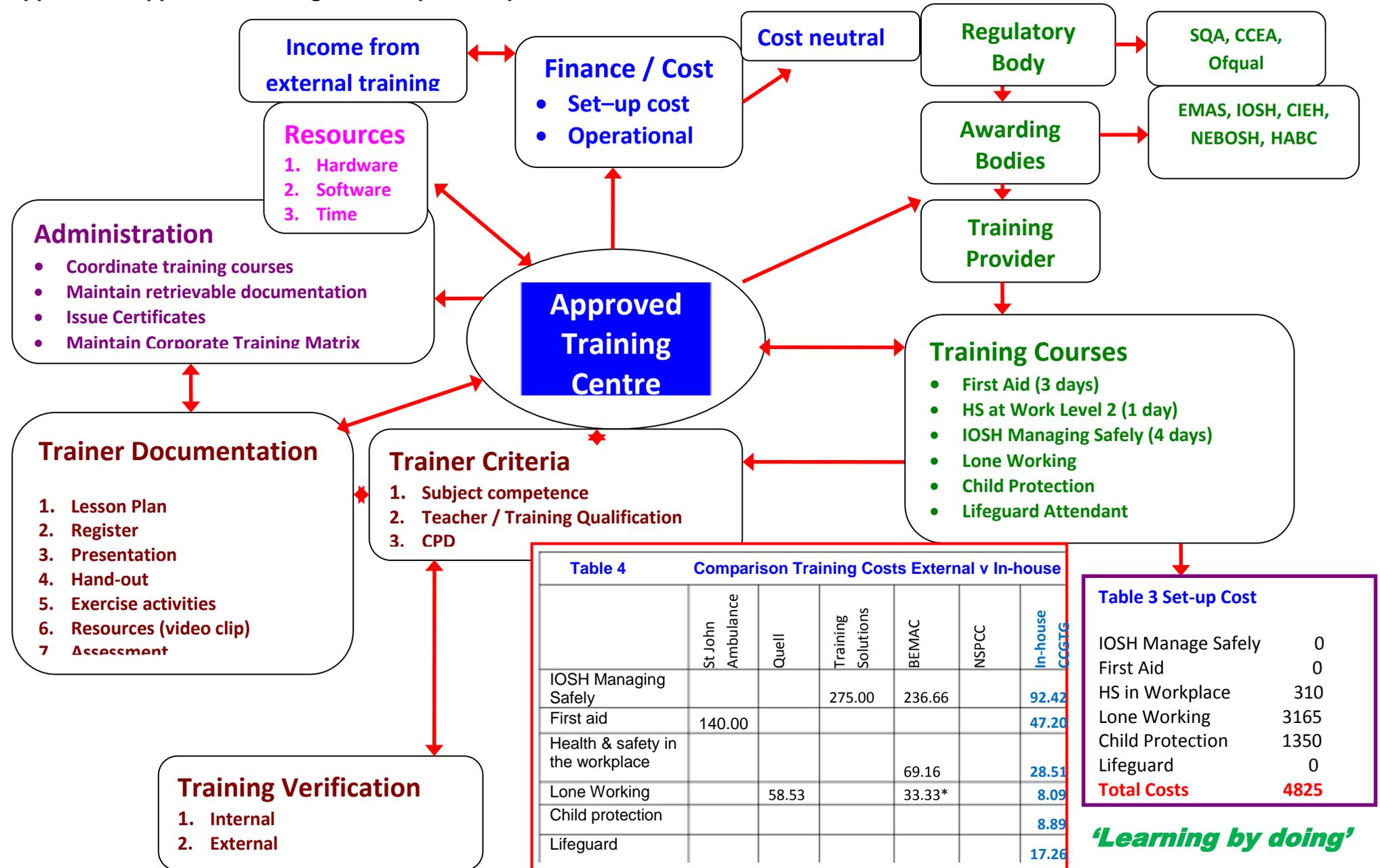


Table 4 Comparison Training Costs External v In-house

	St John Ambulance	Quell	Training Solutions	BEMAC	NSPCC	In-house CCGIG
IOSH Managing Safely			275.00	236.66		92.42
First aid	140.00					47.20
Health & safety in the workplace				69.16		28.51
Lone Working		58.53		33.33*		8.09
Child protection						8.89
Lifeguard						17.26

Table 3 Set-up Cost

IOSH Manage Safely	0
First Aid	0
HS in Workplace	310
Lone Working	3165
Child Protection	1350
Lifeguard	0
Total Costs	4825

'Learning by doing'