

ANGUS COUNCIL

CONTRACT SERVICES COMMITTEE - 3 OCTOBER 2000

QUALITY ACCREDITATION IN GROUND MAINTENANCE

REPORT BY CONTRACT SERVICES MANAGER

ABSTRACT

The purpose of this report is to obtain the approval of the Committee to enter into a contract with a Consultant to attain BS EN ISO 9002 Quality Accreditation for Ground Maintenance activities.

1. RECOMMENDATION

It is recommended that the Committee endorse the actions proposed within the report.

2. BACKGROUND

Members will be aware that within the Service Plan approved by the Committee on 30 May 2000 was the objective to "develop and implement Quality Accreditation for Ground Maintenance". Such a qualification is becoming more and more a requirement when working for outside clients. Unlike Leisure Management where *Quest* has been developed as a service specific quality assurance scheme, there is no equivalent scheme specific to Ground Maintenance.

After considerable research within both the public and private sectors the Contract Services Manager was convinced that BS EN ISO 9002 is both the current most appropriate and widely accepted scheme. Enquiries were then made into the methods available and resources required to achieve accreditation, resulting in two consultancy firms being interviewed and invited to submit quotations to achieve accreditation.

BSI Quality Assurance is part of the British Standards Institution, the overall authority for the issuing of certification. Their proposal is that they would conduct a survey of existing procedures, advise on improvements required then carry out an actual assessment, with an annual assessment to maintain accreditation for a three year period. BSI Quality Assurance is a well-respected comparatively large company with a wide Client base.

Quality Assurance Systems Ltd is an independent certification body providing qualified specialist Assessors nationwide. They specialise in accreditation for small to medium sized companies. Their proposal is that they would conduct an in-depth preliminary audit. Their Assessor, in conjunction with our staff, would prepare any additional pro-formas and control systems including the Master Procedures Manual and undertake inspection of an annual programme of internal audits in areas pre-specified by them, over a three year period. Listed among their clients is a major equipment supplier to Contract Services. Verbal contact obtained a satisfactory reference on the performance of QASL throughout their accreditation.

3. FINANCIAL IMPLICATIONS

Financial implications projected over a three year period are as follows:-

BSI Quality Assurance

Application Fee	275
Initial Assessment	3,710
Pre-Assessment Fee (Optional)	530
Annual Management Fee – 3 x £450	1,350
Continuing Assessment Fee – 2 x £1,940	<u>3,880</u>
	<u>£9,745</u>

QASL

Assessment/Accreditation Fee (one-third payable on initial assessment, two-thirds payable on accreditation)	4,250
Annual Surveillance Fee – 2 x 450	<u>900</u>
	<u>£5,150</u>

Apart from the pure financial difference, the resource input by Contract Services will be considerably less if the QASL proposal is adopted as they will prepare the Master Procedures Manual, whereas BSI would not.

In addition to the actual accreditation, QASL has stated that they would be willing to run an in-house one day seminar for Angus Council for twelve delegates covering Internal Audits of quality management systems, at a cost of £680 plus expenses plus £7 per delegate for documentation, etc – say, £1,000 in total. By correct timing and assuming adoption of the QASL bid, the expenditure could be spread over four financial years:-

2000/01	Initial Fee plus Training	£2,415
2001/02	Balance of Fee	2,835
2002/03	Annual Surveillance	450
2003/04	Annual Surveillance	<u>450</u>
		<u>£6,150</u>

The expenditure would be met in the current financial year by £1,000 from various departmental training budgets and £1,415 virement of savings from other departmental accounts. Expenditure in future years would be contained within the overall Ground Maintenance budgets.

4. CONCLUSIONS

If the objective approved within the Service Plan to “develop and implement a quality accreditation for Ground Maintenance” is to be pursued it is considered that the QASL option be adopted and, if possible, phased so that expenditure is spread over a four year period.

5. CONSULTATION

The Chief Executive, Director of Finance and the Director of Law & Administration have been consulted on the terms of this report.

M P Graham
Contract Services Manager
30 August 2000

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information), were relied on to any material extent in preparing this report.

Contract Services

TRAINING PLAN 2000–2001 : CLEANSING

Department Service Objectives	Training Need	Employees Covered	Training Objectives	Learning Methods	Expected Outcomes	Review Methods	Cost	Other Resources	Timescale	Other Issues
Provide safe working for employees	Manual Handling	All employees who carry out Manual Handling tasks.	Acquaint employee with safe working practices in Manual Handling	Short internal course by qualified instructor (external) in Manual Handling	Safer working practices and reduction in Manual Handling injuries	Employee feedback/ Improvements in Manual Handling procedures	£ 660	Time for course attendance	August 2000	Review Procedures
	Banksmanship	All refuse loaders and potential refuse loaders	Assist driver to reverse and negotiate tight areas.	Short internal course by qualified instructor (external)	Reduction in vehicle accidents (reversing)	Employee feedback/ change in requirements and/or law.	£ 600	Time for course attendance	August 2000	None
	Safety Awareness	All employees	Increase staff safety awareness	Short internal course by qualified instructor (external)	Reduction in accidents	Employee feedback/ change in requirements and/or law.	£ 900	Time for course attendance	August 2000	None
	LGV Driver Refresher Training	All LGV drivers	Improve and maintain high level of driving skill	Short internal course by qualified instructor (external)	Good drivers	Employee feedback/ change in requirements and/or law.	£1200	Time for course attendance	August 2000	Review refresher training
	Fork Lift Training	All Fork Lift drivers	Only use qualified drivers	Short internal course by qualified instructor (external)	Qualified drivers	Employee feedback/ performance	£400	Time for course attendance	as required	None
	Fork Lift Refresher Training	All Fork Lift drivers	Maintain high standard of driving	Short internal course by qualified instructor (external)	Good drivers	Employee feedback/ performance	£400	Time for course attendance	as required	None
	Customer Care	All employees	Improve ability in dealing with the public	Short internal course	Improvement in dealing with the public. Fewer complaints	Employee feedback/ Public feedback	£0	Time for course attendance	Ongoing	Review Refresher Training

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TRAINING PLAN 2000–2001 : CLEANSING

Department Service Objectives	Training Need	Employees Covered	Training Objectives	Learning Methods	Expected Outcomes	Review Methods	Cost	Other Resources	Timescale	Other Issues
	Abrasive Wheel Training	Workshop mechanics	Change and dress abrasive wheels safely	Short external course	mechanics qualified to change & dress wheels	Employee feedback/ performance	£500	Time for course attendance	As required	None
	First Aid Course	Employees required to hold First Aid Certificates	Staff qualified in First Aid	In house First Aid Course	Qualified Staff	Participants reactions to training	£200	Time for course attendance	End of 200	
	First Aid Refresher Course	All employees with First Aid certificates expiring in 2000	Staff qualified in First Aid	In house First Aid Refresher course	Qualified Staff	Participants reactions to training	£200	Time for course attendance	End of 200	
Develop and Improve staff and service	Improve office staff skills	Office staff	Develop and Improve office staff skills	In house courses	Improve Office Staff skills	Participants reactions to training	£250	Time for course attendance	Ongoing	
	Improve office staff computer skills	Office staff	Staff qualified in use of computer programmes	In house Word, Access and Excel courses	Qualified Staff to use appropriate computer programmes	Participants reactions to training	£300	Time for course attendance	End of 2001	
Develop and Improve management skills	Knowledge of Health & Safety issues	Foremen and managers	Increased knowledge of Health & Safety	In house courses	Improve Health & Safety knowledge	Participants reactions to training	£200	Time for course attendance	Ongoing	
	Knowledge of Personnel issues	Foremen and managers	Update on new Personnel procedures	In house Personnel courses	Improve knowledge of personnel issues	Participants reactions to training	£200	Time for course attendance	Ongoing	
	Improve management skills	Foremen and managers	Develop and Improve management skills	In house courses	Improve management skills	Participants reactions to training	£600	Time for course attendance	Ongoing	

TRAINING PLAN 2000–2001 : GROUND MAINTENANCE

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Department Service Objectives	Training Need	Employees Covered	Training Objectives	Learning Methods	Expected Outcomes	Review Methods	Cost	Other Resources	Timescale	Other Issues
Employee Development and provide high standard of service through the use of trained competence staff	Mechanical Excavation Operators	5 - Identified through training needs analysis	To achieve industry standard and create a good skills base	Theory work as well as practical on the job training leading to certification	Achievement of C..I.T.B and National Plant Registration Scheme Certification	To achieve certification as acknowledgement of competence	£425 at £85 per person £390 at £195 per person	Use of own equipment and time from work to attend training	June 2000	Link with Health and Safety to comply with regulations
Employee Development and provide high standard of service through the use of trained competence staff	Pedestrian Machinery operators	24 - Identified through training needs analysis	To achieve industry standard and create a good skills base	Theory work as well as practical on the job training leading to certification	Achievement of Institute of Groundsmanship Certification of Competence	To achieve certification as acknowledgement of competence	£1920 at £80 per person	Use of own equipment and time from work to attend training	June - October 2000	Link with Health and Safety to comply with regulations
Health and Safety requirement	Mechanical Chipper operators	8 - Identified through training needs analysis	To achieve industry standard and create a good skills base	Theory work as well as practical on the job training leading to certification	Achievement of FastCO and NPTC Certification	To achieve certification as acknowledgement of competence	£600 at £75 per person	Use of own equipment and time from work to attend training	June - November 2000	Link with Health and Safety to comply with regulations
Employee Development and provide high standard of service through the use of trained competence staff	Mechanical Vibrating Plate Operators	8 - Identified through training needs analysis	To achieve industry standard and create a good skills base	Theory work as well as practical on the job training leading to certification	Achievement of C..I.T.B and National Plant Registration Scheme Certification	To achieve certification as acknowledgement of competence	£580 at £85 per person	Use of own equipment and time from work to attend training	June 2000	Link with Health and Safety to comply with regulations

TRAINING PLAN 2000–2001 : GROUND MAINTENANCE

Department	Training	Employees	Training	Learning	Expected	Review	Cost	Other	Timescale	Other Issues
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Service Objectives	Need	Covered	Objectives	Methods	Outcomes	Methods		Resources		
Health and Safety requirement	Pesticide PA1 operators	6 - Identified through training needs analysis	To achieve industry standard and create a good skills base	Theory work as well as practical on the job training leading to certification	Achievement of N.P.T.C. AND LANTRA Certification AS Industry mandatory Legal requirement for work function	To achieve certification as acknowledgement of competence	£450 at £ 75 per person	Use of own equipment and time from work to attend training	October 2000- March 2001	Link with Health and Safety to comply with regulations
Health and Safety requirement	Pesticide PA 2 operators	3 - Identified through training needs analysis	To achieve industry standard and create a good skills base	Theory work as well as practical on the job training leading to certification	Achievement of N.P.T.C. AND LANTRA Certification AS Industry mandatory legal requirement for work function	To achieve certification as acknowledgement of competence	£180 at £60 per person	Use of own equipment and time from work to attend training	October 2000- March 2001	Link with Health and Safety to comply with regulations
Health and Safety requirement	Pesticide PA6a operators	2 - Identified through training needs analysis	To achieve industry standard and create a good skills base	Theory work as well as practical on the job training leading to certification	Achievement of N.P.T.C. AND LANTRA Certification AS Industry mandatory legal requirement for work function	To achieve certification as acknowledgement of competence	£120 at £60 per person	Use of own equipment and time from work to attend training	October 2000 March 2001	Link with Health and Safety to comply with regulations
Health and Safety requirement	Arboricultural Chainsaw ground work operators	2 - Identified through training needs analysis	To achieve industry standard and create a good skills base	Theory work as well as practical on the job training leading to certification	Achievement of NPTC Certification as legal requirement for this work function	To achieve certification as acknowledgement of competence	£300 at £150 per person	Use of own equipment and time from work to attend training	November 2000 - March 2001	Link with Health and Safety to comply with regulations
Health and Safety requirement	Arboricultural Climbing, Limbing operators	2 - Identified through training needs analysis	To achieve industry standard and create a good skills base	Theory work as well as practical on the job training leading to certification	Achievement of NPTC Certification as legal requirement for this work function	To achieve certification as acknowledgement of competence	£390 at £195 per person	Use of own equipment and time from work to attend training	November 2000 - March 2001	Link with Health and Safety to comply with regulations

TRAINING PLAN 2000–2001 : GROUND MAINTENANCE

Department Service	Training Need	Employees Covered	Training Objectives	Learning Methods	Expected Outcomes	Review Methods	Cost	Other Resources	Timescale	Other Issues
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Objectives										
Health and Safety requirement	Pesticide Stores Keepers	5 - Identified through training needs analysis	To achieve industry standard and create a good skills base	Theory work as well as practical on the job training leading to certification	BASIS registration scheme Certification and a legal requirement	To achieve certification as acknowledge-m of competence	£875 at £175 per person	Use of own equipment and time from work to attend training	November 2000 – March 2001	Link with Health and Safety to comply with regulations
Health and Safety requirement	Arboricultural CS31 felling operations	2 - Identified through training needs analysis		Theory work as well as practical on the job training leading to certification	Achievement of NPTC Certification as legal requirement for this work function	To achieve certification as acknowledge-m of competence	£300 at £150 per person	Use of own equipment and time from work to attend training	November 2000 – March 2001	Link with Health and Safety to comply with regulations
Health and Safety requirement	Arboricultural CS32 felling operations	2 - Identified through training needs analysis	To achieve industry standard and create a good skills base	Theory work as well as practical on the job training leading to certification	Achievement of NPTC Certification as legal requirement for this work function	To achieve certification as acknowledge-m of competence	£180 at £90 per person	Use of own equipment and time from work to attend training	November 2000 – March 2001	Link with Health and Safety to comply with regulations
Health and Safety requirement	Arboricultural CS33 felling operations	2 - Identified through training needs analysis	To achieve industry standard and create a good skills base	Theory work as well as practical on the job training leading to certification	Achievement of NPTC Certification as legal requirement for this work function	To achieve certification as acknowledge-m of competence	£180 at £90 per person	Use of own equipment and time from work to attend training	November 2000 – March 2001	
Health and Safety requirement	Arboricultural CS35 felling operations	2 - Identified through training needs analysis	To achieve industry standard and create a good skills base	Theory work as well as practical on the job training leading to certification	Achievement of NPTC Certification as legal requirement for this work function	To achieve certification as acknowledge-m of competence	£180 at £90 per person	Use of own equipment and time from work to attend training	November 2000 – March 2001	Link with Health and Safety to comply with regulations

TRAINING PLAN 2000–2001 : GROUND MAINTENANCE

Department Service Objectives	Training Need	Employees Covered	Training Objectives	Learning Methods	Expected Outcomes	Review Methods	Cost	Other Resources	Timescale	Other Issues
Health and Safety	Arboricultural CS37	3 - Identified through training	To achieve industry standard and create	Theory work as well as practical	Achievement of NPTC	To achieve certification as	£180 at £90 per person	Use of own equipment	November 2000 –	Link with Health and

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requirement	Crown pruning felling operations	needs analysis	a good skills base	on the job training leading to certification	Certification as legal requirement for this work function	acknowledge-m of competence		and time from work to attend training	March 2001	Safety to comply with regulations
Health and Safety requirement	Arboricultural C38 perform aerial rescue works	3 - Identified through training needs analysis	To achieve industry standard and create a good skills base	Theory work as well as practical on the job training leading to certification	Achievement of NPTC Certification as legal requirement for this work function	To achieve certification as acknowledge-m of competence	£270 at £90 per person	Use of own equipment and time from work to attend training	November 2000 – March 2001	Link with Health and Safety to comply with regulations
Health and Safety requirement	Arboricultural Rope and Harness Chainsaw operations	2 - Identified through training needs analysis	To achieve industry standard and create a good skills base	Theory work as well as practical on the job training leading to certification	Achievement of NPTC Certification as legal requirement for this work function	To achieve certification as acknowledge-m of competence	£180 at £90 per person	Use of own equipment and time from work to attend training	November 2000 – March 2001	Link with Health and Safety to comply with regulations
Health and Safety requirement	Arboricultural CS40 Pruning operations	3 - Identified through training needs analysis	To achieve industry standard and create a good skills base	Theory work as well as practical on the job training leading to certification	Achievement of NPTC Certification as legal requirement for this work function	To achieve certification as acknowledge-m of competence	£450 at £150 per person	Use of own equipment and time from work to attend training	November 2000 – March 2001	Link with Health and Safety to comply with regulations
Health and Safety requirement	Arboricultural CS41 Dismantling operations	3 - Identified through training needs analysis	To achieve industry standard and create a good skills base	Theory work as well as practical on the job training leading to certification	Achievement of NPTC Certification as legal requirement for this work function	To achieve certification as acknowledge-m of competence	£450 at £150 per person	Use of own equipment and time from work to attend training	November 2000 – March 2001	Link with Health and Safety to comply with regulations

TRAINING PLAN 2000–2001 : GROUND MAINTENANCE

Department Service Objectives	Training Need	Employees Covered	Training Objectives	Learning Methods	Expected Outcomes	Review Methods	Cost	Other Resources	Timescale	Other Issues
Health and Safety	Abrasive Wheel Operators	5 - Identified through training needs analysis	To achieve industry standard and create a good skills base	Theory work as well as practical on the job training leading	Achievement to LANTRA Certification	To achieve certification as acknowledge-m of	£260 at £65 per person	Use of own equipment and time from work to attend	November 2000	Link with Health and Safety to comply with

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				to certification		competence		training		regulations
Improving service delivery and employee skills	Driving Awareness Training	5 - Identified through training needs analysis	To achieve industry standard and create a good skills base	Theory work as well as practical on the job training leading to certification	RI.TB Certification	To achieve certification as acknowledged of competence	£1210 at £55 per person	Use of own equipment and time from work to attend training	November 2000 – March 2001	Link with Health and Safety to comply with regulations
Health and Safety	Arboricultural CS34 Clear wind blown trees	2 - Identified through training needs analysis	To achieve industry standard and create a good skills base	Theory work as well as practical on the job training leading to certification	Achievement of NPTC Certification as legal requirement for this work function	To achieve certification as acknowledged of competence	£180 at £90 per person	Use of own equipment and time from work to attend training	November 2000 – March 2001	Link with Health and Safety to comply with regulations
Health and Safety	Manual Handling training	5 - Identified through training needs analysis	To achieve industry standard and create a good skills base	Theory work as well as practical on the job training leading to certification	Lantra Certification	To achieve certification as acknowledged of competence	£855 at £45 per person	Use of own equipment and time from work to attend training	November 2000 – March 2001	Link with Health and Safety to comply with regulations
Health and Safety	Noise and Vibration training and assessments	12 Staff by training audit and identified through Questionnaire and Medical examinations	To monitor health surveillance to protect employees from over exposure	Medical examinations carried out by specialists	In house training courses and Health assessment by medical advisers	Annual review undertaken by contracted specialists as well as annual review taken by Managers on machinery used	£660 at 55 per person £2000 at identified levels	Time from work duties to attend tests loss in productive income and Admin. costs as well as facilities used	August 2000 - March 2001	Linked to Council Health and Safety Policy

TRAINING PLAN 2000–2001 : GROUND MAINTENANCE

Department Service Objectives	Training Need	Employees Covered	Training Objectives	Learning Methods	Expected Outcomes	Review Methods	Cost	Other Resources	Timescale	Other Issues
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Improve safety awareness and employee skills	First Aid awareness training for squads	13 - identified by training audit	To improve employee skills and first aid awareness	Red Cross or Lantra Certification	To achieve Certification	By training audit	£660 at 55 per person	Time from work duties to attend tests loss in productive income and Admin. costs as well as facilities used	November 2000 – March 2001	Linked to Council Health and Safety Policy
Employee Development and improve service	HNC Office Administration & Information Management	1 - Staff to improve a skill level and assist with employee development	To meet employees training needs with personal development and Department's requirements	College lectures and assessments	HNC IN Office Administration & Information Management	Participants reaction to course / review performance	£760 per person	Time from work duties to attend tests loss in productive income and Admin. costs as well as facilities used	June 2000 - June 2001	
Employee Development and improve service	Computer training on Data Base and systems	1 - Staff to improve a skill level and assist with employee development.	To meet employees training needs with personal development and Department's requirements	College lectures and assessments	In house training attendance	Participants reaction to course / review performance	£60 per person	Time from work duties to attend tests loss in productive income and Admin. costs as well as facilities used	November - March	
Employee Development and improve service	HNC in Horticulture	2 Staff To improve skill level and assist with employee development	To meet employees training needs with personal development and Department's requirements	College lectures and assessments	HNC Certification achievement	Participants reaction to course / review performance	£1120 £760 one person and £360 for the other as part completed	Time from work duties to attend tests loss in productive income and Admin. costs as well as facilities used	June 2000 - Sept 2001	

TRAINING PLAN 2000–2001 : GROUND MAINTENANCE

Department Service Objectives	Training Need	Employees Covered	Training Objectives	Learning Methods	Expected Outcomes	Review Methods	Cost	Other Resources	Timescale	Other Issues
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Health and Safety	Mechanical Dumper operations	16 - Identified through training needs analysis	To achieve industry standard and create a good skills base	Theory work as well as practical on the job training leading to certification	Achievement of C..I.T.B and National Plant Reg Scheme Certification	To achieve certification as acknowledgement of competence	£2368 at £148 per person	Use of own equipment and time from work to attend training	June 2000	Link with Health and Safety to comply with regulations
Employee Development and improve service	NEBSM Introductory Supervisory management	2 Staff To improve skill level and assist with employee development	To meet employees training needs with personal development and Department's requirements	College lectures and assessments	NEBSM Certification achievement	Participants reaction to course / review performance	£1420 AT £760 per person	Participants reaction to course / review performance	Sept 2000 - June 2001	
£1100 per person	SVQ Level one to three Apprentice Gardeners	2 Staff To improve skill level and assist with employee development	To meet employees training needs with personal development and Department's requirements	College lectures and practical assessments	SVQS Level one	Participants reaction to course / review performance	£2200 at £1100 per person	Participants reaction to course / review performance	Sept 2000 - June 2001	

Total training package for 2000/2001 =£21,253

Training prioritised due to available Budget + £12,200

Training requirements to be funded through requirement =£ 2,368 (Dumper Certification)

To complete necessary training requirement for year 2000/2001, requires additional funding of = £6,685

TRAINING PLAN 2000-2001 – LEISURE MANAGEMENT

Department Service Objectives	Training Need	Employees Covered	Training Objectives	Learning Methods	Expected Outcomes	Review Methods	Cost	Other Resources	Timescale	Other Issues
Employee Development and provide High Standard	Improvement of swimming lessons	Seven Employees nominated in Training	Increase knowledge of skills and techniques	SASA Assistant Teachers Course	Quality swimming lessons	Participants reaction to training / Monitor	£700	Time for course attendance, pre and post	Start May 2000 trained by July 2000	Link with swimming development plan for

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of Service		Audit who will be involved in teaching swimming.				availability and quality of swimming lessons		course briefings and evaluations		Angus.
	Qualified Lifeguards	All staff working on poolside	Gain RLSS National Pool Lifeguard Qualification	Internal RLSS NPLQ Course	Qualified Staff	Participation reactions to training / Operation Managers review training quarterly	£150 (approx. per course – approx. 3 per year)	Time for course attendance, pre and post course briefings and evaluations	Courses arranged as and when required	
Employee Development and improve Service	Current information on RLSS NLPQ	Co-ordinator Lifeguard Working Group	Improve current knowledge	Lifeguard Symposium	Updated information on Lifeguard qualification and swimming pool issues	Participants reactions to seminar / feedback to other Managers and RLSS Trainer / Assessors	£130 approx.	Time for course attendance, pre and post briefings and evaluation	Attendance in June 2000	Link with Lifeguard Working Group
Develop Corporate Marketing Approach	Update current marketing information	Nominated Operations Managers	Improve current knowledge	Marketing Seminar held in house	Updated marketing knowledge	Participants reactions to seminar / feedback to other Managers	£750 approx.	Time for course attendance, pre and post briefings and evaluation	To be arranged between Sept. 2000 and January 2001	Links with Quest criteria
Develop management systems and improve service	Understanding of current thinking on leisure	Recreation Manager	Leisure role in meeting government policy objectives	ISRM Conference	Latest information available to leisure industry on products and services	Participants reaction of seminar / feedback to Area and Operation Managers	£300 approx.	Time for course attendance pre and post briefings and evaluation	Date to be arranged	

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TRAINING PLAN 2000-2001 – LEISURE MANAGEMENT

Department Service Objectives	Training Need	Employees Covered	Training Objectives	Learning Methods	Expected Outcomes	Review Methods	Cost	Other Resources	Timescale	Other Issues
Develop management systems and improve service	Update of SASA Swimming Development	Swimming Development Group representative & nominated Operations Manager	Update on current information on Swimming developments	SASA / ISRM Seminar 'Turning the Tide'	Updated information on swimming development	Participants reaction to seminar / feedback to Area and Operation Manager	£200 approx.	Time for course attendance / pre and post briefings and evaluation	Date to be arranged	Links with Swimming Development Plan
Employee Development and improve service	Improve office employees' skills in managing time	Senior Clerical Assistant - County Buildings	Improve use of working day	In-house training with Personnel	Help with managing workload	Participants reaction to training / review work on regular basis	None	Time for course attendance / pre and post briefings and evaluation	Trained by end of June 2000	
Employee Development	Admin. Qualification	Senior Clerical Assistant County Buildings	Improve knowledge of all aspects of office work	HNC in Administration and Information Management Day Release at Dundee College	Gain Qualification	Participants reaction to training / review performance	£300	Time for course attendance / Pre and post course briefing and evaluation	June 2001	
Employment Development	Management Qualifications	1 Area Manager / 2 Operations Managers	Improve Management & Industry knowledge	Professional Management course	Gain professional qualification	Participants reaction to course / review Managers performance	£1,500 approx.	Time for course attendance / pre and post course briefings and evaluation	June 2001	
Employee Development	Supervisory Certificate	Chargehands (employees nominated in training audit)	Improve supervisory skills	NEBSM introduction to Management	Gain qualification	Participants reaction to course / review performance	£1,200 (£400 x 3)	Time for course attendance / pre and post course briefings and evaluation	March 2001	

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TRAINING PLAN 2000-2001 – LEISURE MANAGEMENT

Department Service Objectives	Training Need	Employees Covered	Training Objectives	Learning Methods	Expected Outcomes	Review Methods	Cost	Other Resources	Timescale	Other Issues
Employee Development	Management Development	Area & Operations Managers	Improve knowledge of management skills	External Course over 6 month period (1 day per month) by Angus Business Centre	Improve management knowledge and skills	Participants reaction to training / review of managers' work performance	£3,500	Time for course attendance / pre and post course briefings	March 2001	
Health & Safety and development of Quest	Knowledge of Pool Plant	Staff nominated in Training Audit (7 employees)	Improve knowledge of pool plant operations	Pool Plant Operator Course	Gain Pool Plant Operators Certificate	Participants reaction to course / review performance	£1,400	Time for course attendance / pre and post course briefings	March 2001	Link with Health & Safety
	Knowledge of Spa Plant	Operations Manager Saltire Leisure Centre	Improved knowledge of spa plant operation	Spa Plant Operator Course	Gain Spa Plant Operators Certificate	Participants reaction to course / review performance	£250	Time for course attendance / pre and post course briefings	March 2001	Link with Health & Safety
Employee Development and improve service	Knowledge of instructing in Fitness Suites	Nominated staff in Training Audit (10 employees)	Improved knowledge of gym equipment and instructing customers	BAWLA qualifications	Gain BAWLA Certificate	Participants reaction to course / review performance	£1,500	Time for course attendance / pre and post course briefings	March 2001	
	Knowledge of teaching Aqua Aerobics	Nominated staff in Training Audit (6 employees)	Improved knowledge of teaching aqua aerobics	Aqua- fit course	Gain Aqua-fit certificate	Participants reaction to course / review performance	£1,200	Time for course attendance / pre and post course briefings	March 2001	

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TRAINING PLAN 2000-2001 – LEISURE MANAGEMENT

Department Service Objectives	Training Need	Employees Covered	Training Objectives	Learning Methods	Expected Outcomes	Review Methods	Cost	Other Resources	Timescale	Other Issues
Employee Development and Improve Service	Knowledge of teaching parent and child swimming lessons	Nominated staff in Training Audit (3 employees)	Quality swimming lessons	SASA Parent & Child Swimming Teachers course	Gain Parent & Child certificate	Participants reaction to course / review performance	£600	Time for course attendance / pre and post course briefings	March 2001	
	Knowledge of current climbing techniques	Staff nominated in training audit (1 employee)	Improved knowledge of teaching climbing	Climbing qualification	Gain certificate	Participants reaction to course / review performance	£300	Time for course attendance / pre and post course briefings	March 2001	
	Knowledge to train RLSS Lifeguards	Staff nominated in training audit (2 employees)	Quality training sessions	RLSS Trainer Assessor Course	Gain RLSS Trainer Assessor Certificate	Participants reaction to course / review performance	£900	Time for course attendance / pre and post course briefings	Start October 2000 - probationary period for 1 year - fully qualified by October 2001	Link with Lifeguard Training Working Group
Development management systems	Knowledge of up-to-date techniques	All Managers	To update knowledge	Publications in Continuous Improvement; Health & Safety; Management Reviews & Health and Fitness Operator Guide	Improve Health and Safety knowledge	Reviewed at Management Meetings	£1,000	Managers' time to set up in-house training – time for attendance at training - reviewed at regular meetings	Purchase June 2000	

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TRAINING PLAN 2000-2001 – LEISURE MANAGEMENT

Department Service Objectives	Training Need	Employees Covered	Training Objectives	Learning Methods	Expected Outcomes	Review Methods	Cost	Other Resources	Timescale	Other Issues
Employee Development	IT Skills	Staff nominated in training Audit	Improved IT skills	IT courses at Angus Business Centre	Improved IT skills	Reviewed at Centre level	£2,250 (5 courses per Centre = £250 x 9 centres)	Time for course attendance / pre and post course briefings	March 2001	This training allowance may be used for coaching courses - must be authorised by Recreation Manager
Employment Development and improve service	To coach trampoline and allow classes to continue	Staff nominated	Qualified trampoline coach	Course organised by Aberdeenshire Council	Coach trampoline	Participants reaction to course / review performance	£61	Time for course attendance / pre and post course briefings	May 2000	
	Football Coaching skills	Staff nominated	To improve football coaching	Course organised by David Shankland Development Officer	Quality football coaching	Participants reaction to course / review performance	£80	Time for course attendance / pre and post course briefings	May 2000	
	Improvement of pre school gymnastics coaching	Nominated staff	Increase knowledge and skill for pre school gymnastic coaching	Course organised by Scottish Gymnastics	Coaching Qualification	Participants reaction to course / review performance	£340	Time for course attendance / pre and post course briefings	May 2000	Link with Gymnastics Development
	Improved coaching knowledge for Boxercise	Nominated staff	Variety of ideas	Follow-up Course organised by Kai Bo	Coaching Certificate	Participants reaction to course / review performance	£149	Time for course attendance / pre and post course briefings	April 2000	

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TRAINING PLAN 2000-2001 – LEISURE MANAGEMENT

Department Service Objectives	Training Need	Employees Covered	Training Objectives	Learning Methods	Expected Outcomes	Review Methods	Cost	Other Resources	Timescale	Other Issues
Employment Development and improve service	Management of Absence	Area and Operations Managers	Improve Absence management	In-house course organised by Personnel	Increased knowledge and skills on absence management	Participants reaction to course / review performance	Nil	Time for course attendance / pre and post course briefings	23 May 2000	
	Recruitment and Selection	Operations Managers (2) and Chargehands	Knowledge of Angus Council Recruitment and Selection Procedures	In-house course organised by Personnel	Enable participants to be able to use the recruitment and selection process	Participants reaction to course / review performance	Nil	Time for course attendance / pre and post course briefings	9 & 10 May 2000	
Health & Safety	Awareness of basic first aid	Crèche and Playscheme staff	Improved knowledge of first-aid	In-house course organised by J Rae led by David Radcliffe	Enable participants to deal with emergency first aid situations	Participants reaction to course / review performance	Nil	Time for course attendance / pre and post course briefings	June 2000 - possibly follow-up in September 2000	
	Awareness of child protection Guidelines	Crèche, Playscheme staff and coaches	Improved knowledge of child protection guidelines	In-house course organised by Social Work	Raise staff awareness re child protection issues	Participants reaction to course / review performance	Nil	Time for course attendance / pre and post course briefings	March 2001	
	Knowledge of Risk Assessment	Operations Managers who have not already attended course	Improved knowledge of Risk Assessment	In-house course organised by Personnel	Understanding of Risk Assessment Safer environment for staff and customers	Participants reaction to training - Monitor performance	Nil	Time for course attendance / pre and post course briefings	March 2001	
Employee Development and improve management systems	Knowledge of Dealing with Disciplinary	Operation Managers	Knowledge of Angus Council Disciplinary Procedure	In-house course organised by Personnel	Understanding of Angus Council Disciplinary procedures	Participants reaction to training - Monitor performance	Nil	Time for course attendance / pre and post course briefings	March 2001	

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TRAINING PLAN 2000-2001 – LEISURE MANAGEMENT

Department Service Objectives	Training Need	Employees Covered	Training Objectives	Learning Methods	Expected Outcomes	Review Methods	Cost	Other Resources	Timescale	Other Issues
Employee Development and improve management systems	Knowledge of Work Performance Procedure	All Managers	Knowledge of Angus Council's Work performance procedure	In-house course organised by Personnel	Understanding of Angus Council's Work Performance procedure	Participants reaction to training - monitor performance	Nil	Time for course attendance / pre and post course briefings	March 2001	
Health & Safety	Knowledge of manual handling techniques	Seasonal Staff involved in removing outdoor trampoline covers or setting out Inflatables	Employee knowledge of safe working practices in manual handling	2 hour in-house course organised by Safety Section	Safer working practices	Participants reaction to training - monitor performance	Nil	Time for course attendance / pre and post course briefings	June 2000 - possibility of follow-up course in August / September	
	Knowledge of manual handling techniques	Nominated Leisure Attendants	Employee knowledge of safe working practices in manual handling of trampolines and Inflatables (follow-up course)	In-house short course organised by Safety Section	Improved knowledge of manually handling large equipment	Participants reaction to training - monitor performance	Nil	Time for course attendance / pre and post course briefings		
Health & Safety and improve service	Ongoing Lifeguard Training	All staff working on poolside	To ensure staff are kept up to date with lifeguard techniques.	Minimum of 20 training sessions per year	Knowledgeable and competent staff	Training is logged and checked by Operations Managers	None	Time to attend training / and time of Trainer / Assessors	Ongoing	
Employee Development	Establish qualification system for all staff	Leisure Attendants and Receptionist	Staff to gain qualifications	Investigate SVQ's in Sport and Leisure and Customer Service	Recognised qualification	Discuss with Area and Operations Managers	Nil	Time for evaluation of system	December 2000	