**Libraries NI
Staff Development Plan
2015-16
inc. Training Programmes 2015-16**

1. Introduction

1.1 Libraries NI has the **vision** of being a flexible and responsive library service which provides a dynamic focal point in the community and assists people to fulfil their potential. We recognise that our staff are key to the delivery of this vision and thus one of our core **values** is nurturing staff i.e. supporting them in the workplace so they are equipped to provide the high quality services that users deserve and expect.

1.2 Libraries NI is committed to providing relevant training and development opportunities for staff, within the context of the resources that are available and the priorities for the organisation, as set out in the Corporate and Business Plans. As an organisation entering its sixth year of operation Libraries NI is mindful of the context of this plan - a time of pressure on financial resources combined with emergence from a period of considerable change.

2. Identification of learning and development needs

2.1 Training and development needs are identified from a range of processes and sources including:
- the staff appraisal process and associated documentation;
- the business planning process (corporate, governance and organisational needs);
- the Workforce Strategy for Libraries NI 2014 – 2017; and
- other reports and reviews, including, for example, Stress Audit, Internal Audit reviews, etc.

2.2 The learning and development needs identified for the period 2015/16 take account of the following issues:
- ensuring compliance with legislative and governance requirements;
- ensuring staff have the knowledge, skills and confidence to deliver services in a changed and changing environment;
- the need to ensure that staff in a leadership or management role have the appropriate knowledge and skills development; and
- organisational development.

2.3 Approval of this Plan, including annual updates, informs the business justification for the required spend within the allocated budget to enable delivery of the training and development specified. A composite Business Case for the Learning Plan will be developed and submitted for approval.

2.4 The Training Programmes for 2015/16 is detailed at Appendix A and comprises the programmes to meet the learning priorities identified above.

3. Budget

3.1 A budget will be allocated on an annual basis to meet the learning needs of the organisation. The budget allocated for 2015/16 is £80,000. The budget will cover: course costs; conference costs; procured learning interventions;

course specific subsistence costs; Organisational Development needs; and the Part Time Study Scheme.

4.   Approval to attend courses

4.1   Line Management approval to attend a learning intervention is implicit in an agreed and approved Appraisal document. Learning needs identified separately must be approved at Head of Section / Director level.

5.   Evaluation of training

5.1   All individual training programmes will be evaluated so that, as necessary, improvements to courses can be made to ensure the learning and development needs of Libraries NI and its staff are met.

5.2   The evaluation of learning that takes place will be carried out on an ongoing basis through the completion of the evaluation form, staff appraisal documentation and staff surveys.

5.3   An ongoing review of the induction process for all new and promoted staff.

5.4   As necessary, training costs will be collated and benchmarked.

6.   Targets and performance Indicators

1. During each financial year to deliver the training plan within budget allocation.

2. In procuring and arranging for the delivery of training to ensure compliance with all applicable Libraries NI Policies and Procedures.

3. To issue post-course evaluation questionnaires within 1 week of training delivery and to provide a summary of that evaluation to the training requestor ("client") and deliverer (trainer) within 1 month of training delivery.

4. The number of staff who receive training and development in-year as a percentage of the agreed in-year target (see Workforce Strategy).

5. The number of training programmes delivered through the VLE and the number of staff who complete relevant training programmes using this methodology (see Workforce Strategy).

7.   Monitoring and Governance

7.1   The Staff Development Manager will manage and monitor the effectiveness of the investment in learning. An annual report on investment in training and development will be produced.

8.   Learning Needs.

8.1   Corporate Training – the organisation, its governance and meeting statutory requirements

8.1.1 Induction (Lead Officer – Stephen Fry)

Induction is the process by which staff new to a post within Libraries NI, including staff new to the organisation, are enabled to be effective in their role as quickly as possible.

Libraries NI recognises that by providing an induction programme, designed to meet both individual and corporate needs, staff will be better informed and able to support Libraries NI in meeting its corporate and business objectives.

Excellent induction processes will:
- Enable new employees to have a better understanding of Libraries NI and its business goals;
- Enable new employees to settle into Libraries NI quickly and become productive and efficient members of staff within a short period of time;
- Ensure that new employees are highly motivated and that this motivation is reinforced;
- Assist in reducing staff turnover, lateness, absenteeism and poor performance;
- Assist in developing a management style where the emphasis is on leadership, involvement and valuing contributions;
- Ensure that employees operate in a safe working environment; and
- Will reduce costs associated with repeated recruitment and training.

Induction requires the involvement of Human Resources (HR), Line Management as well as the member of staff being inducted. Induction begins with the offer of employment and can only be considered complete when the member of staff is fully orientated to their new duties and fully integrated into his/her team.

Induction has three key elements:
- HR Induction (including Offer of Employment, Contract of Employment; and Terms and Conditions);
- Local Induction (including allocation of post; involvement of Line Manager; introduction to locality; and introduction to post); and
- Corporate Induction (including Corporate awareness; Governance and employee responsibilities).

Induction training

In addition to the roles played by HR and Line Managers in ensuring effective induction, regular Corporate Induction training days will be arranged to provide opportunity for all new permanent employees to attend within 9 months of their start date.

Corporate Induction training days will include:

- Welcome from the Chief Executive;
- Overviews of the roles and priorities of the Library Services and Business Support Directorates;
- Corporate Governance overview;
- Introduction to Health and Safety; and
- Employee Responsibilities.

8.1.2 Appraisal (Lead Officer – Stephen Fry)

Staff appraisal is:
- a process designed to encourage good quality relationships between managers and the employees they manage;
- a formal process through which managers and employees discuss the key areas of activity to be pursued in the next year;
- an opportunity to agree the individual officer's objectives; and
- the establishment of clear targets for each objective identified.

It should also be used by employees and managers to:-
- improve the communication process;
- clarify respective roles in each section/department;
- provide feedback on performance; and
- assist with the identification of learning and development needs.

The process should ultimately assist all staff in obtaining a better understanding of their role in the provision and delivery of services.

Appraisal training

In order to ensure that an effective appraisal process is in operation in Libraries NI, 3 training interventions are in place:
- appraisee training (to be attended by all appraisee's);
- appraiser training (to be attended by all staff with responsibility for carrying out an appraisal); and
- Staff Guide to Appraisal (a quick guide to staff appraisal within Libraries NI and guidance on the role of appraisees and appraisers, available on the Staff Web).

8.1.3 Corporate Governance (Lead Officers – SMT)

Corporate Governance:

- Defines the way in which organisations are directed, controlled and led;
- Determines the rules and procedures through which objectives are set and met;
- Establishes how performance is to be monitored and reported on; and
- Defines where accountability lies.

Effective Corporate Governance requires that all employees are familiar with:

- The Corporate Governance framework in place;
- The Code of Conduct;
- Risk Management; and
- Anti-fraud Policy and Procedures, including Whistleblowing arrangements.

Corporate Governance training

Corporate Governance training has 3 key elements:
- Dissemination of relevant Policies and Procedures at Induction (detailed on Induction Checklists)
- Corporate Governance overview during Corporate Induction training days (to be attended by all new starts); and
- Corporate Governance training sessions to include Code of Conduct, Risk Management and Anti-Fraud Awareness

8.1.4 Equality (Lead Officer – Norma Millar)

Section 75 of the Northern Ireland Equality Act 1998 requires Libraries NI, while carrying out its functions, to have:
- due regard to the need to promote equality of opportunity between persons of different religious belief, political opinion, racial group, age, marital status, sexual orientation, men and women generally, persons with a disability or persons without, and persons with dependants and persons without; and
- regard to the desirability of promoting good relations between persons of different religious belief, political opinion, and racial group.

The Libraries NI Equality Scheme sets out how we intend to comply with these duties, including the screening of policies for equality implications, conducting equality impact assessments, maintaining a register of organisations and individuals with whom we will consult in respect of equality of opportunity, and by producing a Summary of the Equality Scheme.

Libraries NI also recognises that awareness raising and training play a crucial role in the effective implementation of our Section 75 duties.
To this end we will introduce an effective communication and training programme for all staff and will ensure that our commitment to the Section 75 statutory duties is made clear in all relevant publications.

The following training objectives have been set out in the Equality Scheme:
- to raise awareness of the provisions of Section 75 of the Northern Ireland Act 1998, our equality scheme commitments and the particular issues likely to affect people across the range of Section 75 categories, to ensure that our staff fully understand their role in implementing the scheme;
- to provide those staff involved in the assessment of policies (screening and EQIA) with the necessary skills and knowledge to do this work effectively
- to provide those staff who deal with complaints in relation to compliance with our equality scheme with the necessary skills and knowledge to investigate and monitor complaints effectively
- to provide those staff involved in consultation processes with the necessary skills and knowledge to do this work effectively

- to provide those staff involved in the implementation and monitoring of the effective implementation of Libraries NI equality scheme with the necessary skills and knowledge to do this work effectively.

Equality training

In order to meet the above objectives the following training will be provided:
- Equality Awareness for Managers – all staff will be required to undertake Equality Awareness training on a periodic basis; and
- Equality Impact Assessment training – all designated staff will attend Equality Impact Assessment training sessions with a contracted provider.

8.1.5 Safeguarding (Lead Officer – Helen Poston)

Libraries NI is committed to providing a safe environment for all its customers:
- Where children feel secure to explore and confident to enjoy the resources around them; and
- Where the empowerment and well-being of vulnerable adults is promoted.

Libraries NI will endeavour to safeguard children and vulnerable adults by:
- Following carefully the procedures laid down for recruitment and selection of staff;
- Providing effective management for staff through supervision, support and training;
- Reporting concerns to statutory agencies that need to know and involving parents, carers, children and vulnerable adults appropriately;
- Adopting child and vulnerable adult protection guidelines through a code of behaviour;
- Sharing information about protecting children and vulnerable adults with children, adults, staff and volunteers; and
- Adopting guidelines to ensure the general safety and management of activities.

Protecting Children and Vulnerable Adults training

In order to ensure that Safeguarding objectives are met the following training will be provided:
- Safeguarding – all staff will be required to undertake Safeguarding training on a periodic basis. Where necessary additional training for specified groups (e.g. nominated persons) will be provided.

8.1.6 Information Management (Lead Officer – Desi Curry)

Effective Information Management (the management of information required and held by Libraries NI for the purposes of carrying out its business and delivering services) includes:
- Knowledge of the relevant legislative framework (including the Data Protection and Freedom of Information Acts);
- Establishment of Policies and Procedures to support compliance with existing legislation; and

- Staff awareness.

In particular, all staff require an appropriate level of understanding in respect of:
- Collecting information;
- Retention and security of information held;
- Responding to requests for information; and
- Disposal of information.

Data Protection, Freedom of Information and Data Retention and Disposal training

Training will be provided as follows:
- Information Management for Managers – to be undertaken by all Branch Library Managers (and equivalents) and above. This training will provide guidance on managing information (collecting, retaining and disposing of information) as well as guidance on how to handle Data Protection and Freedom of Information requests; and
- Information Management for Staff – to be undertaken by all Library Assistants, Building Supervisors, Cleaners (and equivalents). This training will provide general guidance on all aspects of Information management

8.1.7 HR (Lead Officer – Mary Walker)

HR will provide regular training to line managers to ensure that relevant policies and procedures are disseminated and acted on in a consistent manner.

HR training

The following training is currently provided by HR staff:
- Managing Attendance – to be undertaken by all line managers;
- Return to Work Interviews – to be undertaken by all line managers;
- Harassment at Work – to be undertaken by all staff as necessary;
- Recruitment and Selection Interviews – to be attended by all designated Interview Panel members; and
- Discipline, Grievance, Codes of Practice, etc – to be undertaken by all staff as necessary.

8.1.8 Finance (Lead Officer – Rita McNamee)

Finance will provide regular training to line managers to ensure that relevant policies and procedures are disseminated and acted on in a consistent manner.

Finance training

The following training is currently provided by Finance staff:
- Business Case and Post Project Evaluation – delivered jointly by the Assets Manager and Procurement Manager, this training is to be undertaken by all staff responsible for writing business cases and carrying out post project evaluations; and
- Tender Specification – to be undertaken by staff required to draw up tender specification details.

8.2 Service Training – equipping staff to deliver and improve library services

8.2.1 Workplace Safety (Lead Officer – Desi Miskelly)

As an employer Libraries NI has a duty to:
- Make the workplace safe and eliminate or control risk to health;
- Ensure plant and machinery are safe and that safe systems of work are set and followed;
- Ensure goods and substances are moved stored and used safely;
- Provide adequate welfare facilities;
- Provide employees with the information, instruction, training and supervision necessary for their health and safety; and
- consult workers on health and safety matters.

Workplace Safety training

The following Workplace Safety training programmes will be provided.

Fire Safety training:

The Fire Safety Regulations (NI) 2010 requires that:
- Fire Risk Assessments are carried out;
- Fire hazards and risks are identified, removed and reduced;
- Fire precautions and equipment are provided and maintained;
- Emergency procedures are developed; and
- Staff are trained in Fire Safety.

In order to ensure that adequate and timely Fire Safety training is provided to all staff the following training programmes are in place:
- Fire Safety Obligations training – to be attended by the nominated person/s for each Libraries NI location. This training will be delivered by a contracted provider. Regular training sessions will be arranged to ensure compliance with the Regulations.
- Fire Safety Awareness – nominated persons will be required to ensure that all staff based in, and visitors to, their building are adequately and appropriately informed about fire safety. An online training package will be provided to assist nominated persons.

Health and Safety Awareness:

Health and Safety Awareness training will be provided through input by the Assets Manager in the Corporate Induction programme and through online training packages.

Evacuation Chairs:

All staff at Libraries NI locations that have evacuation chairs will be provided with the opportunity to attend a brief demonstration session to include a practice use exercise.

Risk Assessment:

Aimed primarily at staff responsible for managing risk at each Library NI location (Building Supervisors [as designated], Library Attendants [as designated], BLMs, Admin staff [as designated] and Area Managers), Risk Assessment training will be provided by an internal trainer.

Manual Handling:

All staff will be provided with online Manual Handling (movement of objects) training. Furthermore, specified staff (e.g. those for whom Occupational Health have recommended such) will be provided with the opportunity to undertake a practical manual handling training session.

Food Handling:

Aimed at staff responsible for handling food for consumption by staff and/or visitors (Building Supervisors, Library Assistants, BLMs), Food Handling training (Level 1 Food Hygiene) will be provided as an online training package.

First Aid:

Accredited First Aid at Work training (full course and refresher) will be delivered to designated staff by a contracted provider.

Automated External Defibrillators (AEDs):

Volunteer AED users will attend a certified CPR and AED training course (initial and refresher) with a contracted provider.

8.2.2 Building Cleaning (Lead Officers – Desi Miskelly [Cleaning Operators Proficiency], Area Managers [Managing Cleaners])

In order to help Libraries NI improve the delivery of the public library service, it has an objective to provide safe, attractive and welcoming library environments. One practical way in which this can be achieved is through the provision of clean buildings.

Building Cleaning training

The following Building Cleaning training programmes will be provided.

Cleaning Operators Proficiency:

Aimed at Cleaners and Building Supervisors with responsibility for building Cleaning, the programme will include –
- Chemical competence, including COSHH;
- Safe usage and storage of equipment and machines;
- Cleaning; and

- Body fluids and sharps.

Managing Cleaners:

Aimed at BLMs and Building Supervisors with responsibility for managing Cleaners, the programme will include –
- Managing cleaners and cleaning, including COSHH;
- Site management; and
- Cleaning standards.

8.2.3 Delivering Library Services (Lead Officer – Helen Osborn)

Customer Experience training (Lead Officer – Adrienne Adair)

In order to help Libraries NI and its staff deliver an excellent customer experience, the following training programmes will be provided:

- **Managing Customer Service** – to be attended by all managers (BLMs, equivalents and above), this training will provide guidance on the principles of excellent customer service and in particular the importance of managing customer service delivery and enabling staff to do so. This training will be delivered by a contracted provider.

- **Dealing with Difficult Customers (Calming and Diffusing)** – to be attended by all BLMs and Library Assistants (and equivalents), this training will demonstrate to staff how difficult customers (e.g. those displaying aggressive behaviour, or those whose behaviour is influenced by substance abuse) can and should be dealt with. This training will be delivered by a contracted provider.

Delivering Library Services training

Libraries services are delivered through a number of Core Activities:
- GOT IT?;
- Rhythm and Rhyme;
- Class visits;
- Reading groups; and
- Story Time

and Regular Activities:
- Go On;
- Genealogy;
- group use of PATs; and
- Knit and Natter.

The following training programmes are in place to assist with the delivery of core, regular and other activities in branch libraries:

- **GOT IT? training (Lead Officer – Kim Aiken)** – to be undertaken by all Library Assistants and BLMs, this training is provided by Adult Learning staff via an online training package;

- **Rhythm and Rhyme training (Lead Officer – Kim Aiken)** – to be undertaken by all Library Assistants and BLMs, this training is provided by Children's Services staff via an online training package;

- **Reader Development training (Lead Officer – Sean Beattie)** – to be provided by the Stock Team;

- **Creative Labs training (Lead Officer – Patricia Walker)** – to be attended by designated Key Service Priority staff, this training is designed to maximise the potential of existing imac and ipad provision;

- **Health in Mind (Lead Officer – Kim Aiken)** – open to all Libraries NI staff, Health in Mind staff will provide positive mental health and wellbeing information, learning and reading resources and activities;

- **Social Media (Lead Officers – Marketing staff)** – to be undertaken by designated Branch and Themes Staff, this training is aimed at delivering the skills necessary to fully exploit the potential benefits of engaging with the public through social media;

- **Readaloud training (Lead Officer – Kim Aiken)** – available for a limited number of Branch and Themes staff, this training is designed to equip staff to deliver Readaloud sessions and will be delivered by an external provider.

8.2.4 Driver Certificate of Professional Competence (CPC) (Lead Officer – Andrew Shields)

All staff employed as drivers and driving a vehicle weighing more than 3.5 tonnes will be required to comply with the Driver CPC EU Directive by September 2014.

Driver CPC training

In order to facilitate compliance, Driver CPC training will be provided to Mobile Library drivers, delivery drivers (as nominated) and relief drivers (as nominated). This training will be delivered by a contracted provider.

8.2.5 e2 (Lead Officer – Helen Poston)

An extension for a number of e2 trainers has been agreed to focus on a number of areas relevant to the rollout of e2.

8.2.6 IT Skills (Lead Officers – Helen Poston [Service skills], Mary Walker [Business Support skills])

IT Skills training

In order to equip staff to maximise the potential of existing and emerging software and hardware provision the following training will be provided:

- **IT Skills Introductory** – appropriate and relevant training will be provided to Cleaners, Building Supervisors, Library Attendants, Library Assistants and Drivers (vans and mobiles), and equivalents. The purpose of this training is to equip staff to make use of all IT provision at a level relevant to their work needs and the needs of Libraries NI. Training will include email, document management, use of online HR interfaces and use of hardware (photocopiers, scanners, etc). The primary source for identifying skills gaps will be the staff appraisal process and associated documentation.

- **IT Skills Advanced** – appropriate and relevant training will be provided to Branch Library Managers (and equivalents) and above. The purpose of this training is to equip staff to make use of all IT provision at a level relevant to their work needs and the needs of Libraries NI. Advanced training will also include specific and bespoke training relevant to the needs of particular staff. The primary source for identifying skills gaps will be the staff appraisal process and associated documentation.

8.3 Personal Development – equipping staff for current and future needs

8.3.1 Health and Wellbeing (Lead Officer – Mary Walker)

Libraries NI is committed to protecting the health, safety and welfare of its employees and has a range of Policies and Procedures in place to promote health and wellbeing in particular. In acknowledging the importance of addressing the causes of work-related stress Libraries NI are using the Health and Safety Executive's management standards approach.

Health and Well-being training

In addition to the training provided by the Health in Mind team, the following training programmes will also be provided:

- **Reducing Stress** – available to all staff, these workshops will offer advice and practical guidance on reducing stress. These workshops will be provided by a contracted provider.

- **Managing stress (Building Resilience)** – available to managers (BLMs, equivalents, and above), these workshops will provide advice and practical guidance on identifying the causes of stress, reducing stress and helping staff cope with the effects of stress. These workshops will be provided by a contracted provider.

8.3.2 Management Development (Lead Officers - Mary Walker, Trisha Ward)

Day-to-day, forward and long term management of Libraries NI and its services, requires managers to be able to deploy relevant, efficient and effective management techniques. Effective succession planning also requires that staff at all levels are exposed to a variety of management techniques and skills in a controlled and planned environment.

A range of management development training programmes will be provided to meet the current and anticipated needs of Libraries NI. These include:

- **New to Management training** – aimed at those appointed to management roles for the first time, or for the first time within Libraries NI, this training will combine internal experience and expertise (delivered through, for example, information sessions from Senior Officers), with exposure to best practice through external provision;

- **Management Development Programmes** – a range of training interventions will be planned to help managers at all levels manage, including managing staff, managing service delivery and managing customer experience (see 8.2.7 above). Training will be tailored to meet the specific needs of staff designated to attend. This training will be delivered through a range of internal and external sources.

- **Coaching and Mentoring** – aimed, in the first instance, at managers (BLMs, equivalents and above) this training will offer guidance on the implementation of organisation-wide formal and informal coaching and mentoring techniques and practices. Initial training will be delivered by a contracted provider, with on-going cascading of effective coaching and mentoring skills thereafter.

- **As identified through the appraisal process** – management training, both general and specific and including that detailed above, will be identified through the on-going established appraisal processes and will be facilitated in line with the Staff Development Plan.

8.3.3 Professional Development (Lead Officers – SMT)

Libraries NI recognises the importance of professional development in a number of areas relevant to its business, including, for example, Librarianship, Accountancy and Assets Management. To that end, Libraries NI will support staff to undertake and maintain a variety of professional qualifications and competencies.

Professional Development

As identified through the appraisal process – professional development needs will be identified through the on-going established appraisal processes and will be facilitated in line with the Staff Development Plan.

Corporate Training - the organisation, its governance and meeting statutory requirements (what staff need to know)

Learning Needs	Cleaners	Bldg Sups.	Lib. Attendants	Lib. Assistants	BLMs	Vans (Drivers)	Mobiles (Drivers)	Themes	Stock	Marketing	Admin	Bus. Support	AMs	Ops. Mngrs	ADs	SMT	Board Members
Induction Cross-referenced to Staff Development Plan Section 8 - 8.1.1.																	
HR	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Local	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Corporate	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Appraisal 8.1.2																	
Appraisee	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Appraiser		✓			✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	
Staff Guide to Appraisal	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Corporate Governance 8.1.3																	
Code of Conduct	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Risk Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Fraud Awareness	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Board Member training																	✓
Equality 8.1.4																	
Equality Awareness	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Equality Impact Assessments								✓	✓	✓		✓	✓	✓	✓	✓	
Safeguarding 8.1.5																	
Protecting Children and Vulnerable Adults	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Information Management 8.1.6																	
Data Collection, Retention and Disposal	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Freedom of Information	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Data Protection	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
HR 8.1.7																	
Managing Attendance					✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	
Return to Work interviews					✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	
Harrassment at Work	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Recruitment and Selection								✓	✓	✓	✓	✓	✓	✓	✓	✓	
Discipline, Grievance, Codes of Practice, etc.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Finance 8.1.8																	
Business Case and Post Project Evaluation								✓	✓	✓	✓	✓	✓	✓	✓	✓	
Tender Specification								✓	✓	✓	✓	✓	✓	✓	✓	✓	

Learning Needs	Cleaners	Bldg Sups.	Lib. Attendants	Lib. Assistants	BLMs	Drivers Vans	Drivers Mobiles	Themes	Stock	Marketing	Admin	Bus. Support	AMs	Ops. Mngrs	ADs	SMT	Board Members
Workplace Safety 8.2.1																	
Fire Safety Obligations		✓			✓						✓		✓				
Fire Safety Awareness	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Evacuation Chairs		✓	✓	✓	✓						✓	✓					
Health and Safety Awareness	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Risk Assessment					✓						✓		✓				
Manual Handling	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Food Handling		✓	✓	✓	✓												
First Aid																	
Defibrillators																	
Building Cleaning 8.2.2																	
Cleaning Operators Proficiency	✓	✓															
Managing Cleaners		✓			✓												
Delivering Library Services 8.2.3																	
Managing Customer Service					✓								✓	✓	✓		
Dealing with Difficult Customers - Calming and Diffusing			✓	✓	✓						✓		✓				
GOT IT?			✓	✓													
Rhythm and Rhyme			✓	✓													
Reader Development			✓	✓													
Creative Labs								✓									
Health in Mind			✓	✓													
Social Media			✓	✓					✓	✓							
Readaloud			✓	✓				✓									
Driver CPC 8.2.4																	
Driver CPC - Day 5/5						✓	✓										
e2 8.2.5																	
e2 implementation - rollout of agreed and approved e2 Training Plan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
IT Skills 8.2.6																	
IT Skills - introductory	✓	✓	✓	✓		✓	✓				✓	✓					
IT Skills - advanced					✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	

Trainees

Service training - equipping staff to deliver and improve library services (what staff need to be able to do)

Learning Needs	Cleaners	Bldg Sups.	Lib. Attendants	Lib. Assistants	BLMs	Vans	Drivers	Mobiles	Themes	Stock	Marketing	Admin	Bus. Support	AMs	Ops. Mngrs	ADs	SMT	Board Members
Personal Development 8.3.1																		
Reducing Stress	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Managing Stress - building resiliance					✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	
Management Development 8.3.2																		
New to Management					✓				✓	✓	✓	✓	✓					
Management Development Programmes		✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Coaching and Mentoring					✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	
As identified through appraisal process	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Professional Development 8.3.3																		
As identified through appraisal process	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	

Trainees

Personal Development - equipping staff for current and future needs