Training & Development Plan 2026-2027

Document Control

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Version	Changes	Author	Date
1.0	First release	R Christie	22/08/2026

1. Purpose

This plan supports the implementation of the Training & Development Policy by the Senior Management Team (SMT) and ensures that employees possess the skills, knowledge and competencies required to:

- Deliver the Board's statutory functions.
- Support the Service Plan 2025-2028.
- Address identified skills gaps.
- Meet legislative and professional requirements.
- Support succession planning and workforce resilience.

2. Key Objectives

Objective	Outcome
Implement a skills gap analysis process	Consistent assessment of workforce capability across all staff groups
Maintain mandatory training compliance	Employees remain compliant with statutory requirements
Support professional development	Staff maintain and develop professional expertise
Strengthen succession planning	Critical knowledge and skills retained
Improve workforce planning	Skills data informs future workforce requirements

3. Training Needs Identification

Training needs will be identified through:

- Employee Review & Development (ERD) discussions.
- Skills gap assessments.
- Service planning.
- Audit recommendations.
- Legislative and regulatory changes.
- Workforce and succession planning reviews.

4. Skills Gap Analysis Framework

Objective

To establish a consistent process for identifying current and future workforce capability requirements.

Actions

Action	Responsibility
Undertake skills assessments for all staff	Managers
Record skills data centrally	SMT
Identify organisational skills gaps	SMT
Develop targeted learning interventions	Managers
Review progress through ERDs	Managers

5. Priority Development Areas

Corporate Competencies

All employees:

- Communication
- Customer focus
- Teamworking
- Digital skills
- Health & Safety awareness
- Equalities awareness
- Data protection and information governance

Technical Competencies

Role-specific areas including:

- Electoral Registration
- Valuation practice
- Council Tax legislation
- Non-Domestic Rating
- GIS and mapping systems
- Business systems and software

Leadership Competencies

Where applicable:

- People management
- Performance management
- Strategic thinking
- Long-term planning
- Decision making
- Change management
- Developing others

6. Mandatory Training Refresh Programme

Subject	Frequency
Fire Awareness	Annual
Equality & Diversity	Every 3 years
Cyber Security Awareness	Annual
Information Management	Every 3 years

Managers will monitor completion rates throughout the year.

7. Professional Development

The Board will support:

- CPD requirements.
- Professional memberships.
- Accredited qualifications.
- Conferences and seminars.
- Technical workshops.
- Knowledge-sharing activities.
- Coaching and mentoring opportunities.

8. Succession Planning

Critical posts will be reviewed annually to identify:

- Critical skills.
- Knowledge retention risks.
- Retirement risks.
- Development requirements for potential successors.

Succession planning actions will be incorporated within ERD discussions and development plans.

9. Performance Measures

Key Performance Indicators

Measure	Target
ERD completion rate	100%
Skills assessments completed	100%
Mandatory training compliance	100%
Training plans completed	95%
Succession reviews completed	Annual review

10. Reporting

An annual report will be presented to the Board containing:

- Training activity undertaken.
- Completion rates for mandatory training.
- Progress against development objectives.
- Skills gaps identified.
- High-risk capability areas.
- Succession planning risks.
- Training expenditure.
- Priorities for the following year.

11. Implementation Timeline (2026-27)

Phase 1 (Months 1-2)

Foundation and Framework Development

Action	Lead	Outcome
Approve Training & Development Policy	Board	Policy formally adopted
Develop Skills Gap Analysis Framework	SMT	Standard approach established
Develop ERD guidance and training materials	SMT	Managers equipped to undertake assessments
Brief managers and employees on new process	SMT	Awareness and understanding established

Phase 2 (Months 3-4)

Skills Assessment

Action	Lead	Outcome
Complete ERDs for all staff	Managers	100% participation target
Undertake skills assessments using skills matrix	Managers	Skills baseline established
Identify mandatory training requirements	Managers	Compliance gaps identified
Record skills data centrally	SMT	Organisational skills database created
Develop individual learning and development plans	Managers	Development actions agreed

Phase 3 (Months 4-10)

Training Delivery & Development

Action	Lead	Outcome
Analyse organisation-wide skills data	SMT	Skills gaps identified
Identify critical skills and succession risks	SMT	Workforce risks assessed
Review service-specific training needs	Managers	Priority development areas identified
Develop annual training programme	SMT	Training interventions planned
Commence priority training activities	Managers/Employees	Skills development underway

Phase 4 (Months 11-12)

Review and Reporting

Action	Lead	Outcome
Review progress against development plans	Managers	Training effectiveness assessed
Update skills matrix and training records	Managers	Current workforce data maintained
Evaluate mandatory training compliance	SMT	Compliance levels reported
Produce Annual Training & Development Report	SMT	Board assurance provided
Prepare Training & Development Plan for following year	SMT	Continuous improvement cycle established

12. Ongoing Activities Throughout the Year

- Monitor mandatory training completion.
- Support professional qualifications and CPD.
- Deliver coaching, mentoring and knowledge-sharing activities.
- Update skills records following training or role changes.
- Monitor succession planning and workforce risks.
- Review emerging legislative, technological and service requirements.

13. Success Measures

By the end of Year 1:

Measure	Target
Employees with completed ERD	100%
Employees with skills assessment	100%
Employees with development plan	100%
Mandatory training compliance	100%
Critical roles assessed for succession risk	100%
Organisational skills gap report produced	Annual
Training & Development Plan reviewed	Annual

2 November 2026