

PERSONNEL COMMITTEE10 November 2003ANNUAL TRAINING AND DEVELOPMENT REPORTReport of Director of PersonnelContact Officer: Marian Ives Tel 01962 848368, email mives@winchester.gov.ukRECENT REFERENCES:

None

EXECUTIVE SUMMARY:

This is the annual report on training and development. It provides details on the activities and budget for 2002/03 and projected training and development activities and budgetary information for 2003/04.

RECOMMENDATION:

That the report be noted.

PERSONNEL COMMITTEE

10 November 2003

ANNUAL TRAINING AND DEVELOPMENT REPORT

Report of Director of Personnel

DETAIL

1 Introduction

1.1 This report provides information about the management of training and development within the Council.

1.2 The information below details corporate training activities managed by the Personnel Department for the financial year 2002/03 (sections 2 and 3). Sections 4 and 5 deal with the priorities and allocations for 2003/04.

2 Corporate Training Activities for the Year 2002/03.

2.1 The corporate training budget for 2002/03 was £26,000. This was composed of £5,000 allocated to IT training; £15,000 for management development and £6,000 allocated to core training activities.

2.2 From April 2002 until March 2003 the Personnel Department has organised 62 training sessions, of which 38 sessions have been delivered in house. This reflects an emphasis on the direct delivery of management development and interpersonal skills training, both through a programme of events and training specifically designed to meet individual departmental needs. Twenty four sessions were delivered with the support of the local Adult Education College. These sessions were covering IT training on specific packages. The courses delivered in house included eight management development courses; fourteen supporting core competencies; seven on Health and safety topics and nine covering a variety of other areas, including Induction and Best Value training. The training and development provision also included opportunities for staff to achieve National Vocational Qualifications and supporting developmental activities.

2.3 Total training spend in the financial year April 2002 – March 2003, including corporate training and department training budgets, amounted to £187,676. This represents 1.45% of paybill. The Employers Organisation recommends an investment in training of 2% of paybill. Further work to identify levels of spend by our neighboring authorities is planned in 2003 – 04.

2.3 The Race Relations (Amendment) Act 2000 requires local authorities to collect data on the gender, ethnicity, age and disability of those benefiting from training and development. This information, with regard to corporate training events is outlined in Appendix I Figure 1 and Appendix I Figure 2.

2.4 In considering equality of access to training opportunities, it has been found that nationally, people in higher-grade jobs are more likely to receive training than those in lower grade positions (CIPD). Additional information is included in Appendix I Figure 3 providing monitoring on corporate training attendees by grade, as the authority needs to ensure that it is providing equality of access for all levels of staff.

2.5 During 2002/03 the Personnel Department delivered the following corporate developmental activities:

- (a) Development and implementation of Training Strategy and Corporate Training Plan.
 - (b) Design and delivery of training events to support training needs identified through annual appraisal.
 - (c) Provision of customer service training with the aim of encouraging a customer focussed culture within the organisation.
 - (d) Provision of induction training for all new staff.
 - (e) Provision of an effective administration system to support the provision of training activities and maintain accurate records.
 - (f) Delivery of a comprehensive programme of IT training in key Microsoft packages.
 - (g) Delivery of training programme to support Best Value. Where this training covered core skills applicable elsewhere, this was open to all staff.
 - (h) Provision of an updated Training Policy and Procedure to enable easier and equitable implementation of training and development across the Council
 - (i) Support and management of vocational training, including National Vocation Qualifications in, Business Administration and Customer Service; the Certificate in Higher Education (Public Service) and the National Graduate Development Programme.
 - (j) Health and Safety training, including Manual Handling, Risk Assessment and First Aid.
 - (k) Promoting a learning environment within the Council where a proactive approach is taken to training and development, with support of events such as Learning at Work day; Annual training awards.
 - (l) Encouraging continuous improvement in training and development, commensurate with the maintenance of the Council's Investors in People status.
- 2.6 All corporate training events are evaluated to establish their effectiveness. The evaluation system looks at the outcomes of training from several perspectives, the immediate effects and the longer-term views from both managers and participants to assess the benefits of the training activities undertaken. Nomination forms are sent to the participants' managers prior to the course to identify the required outcome from the event and this is completed in conjunction with the participant.
- 2.7 Course evaluation forms are given to course participants following training. These are analysed for each event and feedback is given where relevant to the Manager who has requested the training activity. The questions cover the quality of the course content, delivery and administration. For the courses delivered during the financial year 2002/03, attendees rated 56% of the training events as excellent; 42% as good; 2% as fair and 0% as poor. This information is used to evaluate and improve the courses provided.
- 2.8 Further evaluation is carried out by the participant's line manager, linked to the appraisal system. The forms have been designed for primarily narrative responses to key questions to help ensure that there is follow-up back in the workplace and that the skills and knowledge are utilised.
- 2.9 The system of evaluating courses will be enhanced during the financial year 2003/04 aiming to quantify and evaluate the benefit of training and development across the Council. This is in the light of the feedback from the Council's Investors in People assessment, which suggested the organisation would benefit by improved evaluation of training benefits.

3 Achievement of Departmental Training Plans 2002/03

- 3.1 The Department budgets are controlled and monitored by each Director. In some cases, Directors increase their departmental training allocation by virement or savings in other budgets, where they consider this to be a priority.
- 3.2 The Table 1 (Appendix II) shows the budget allocation for training and development for 2002/3, and the actual expenditure for the same period. Also shown are the additions to budget made by individual departments to give a true reflection of training and development activity within departments.
- 3.3 These figures are based on a 75 % allocation of monies available for training together with an allocation from the remaining 25 % based on identified needs. (The 25% was set aside for allocation to departments on a identified needs basis, the allocation being agreed at Corporate Management Team.)

4. Corporate Training Activities for the Year 2003/04

- 4.1 Priorities for delivery by the Personnel Department year 2003/04 include:
- (a) Investigation of on-line system of the performance management appraisal scheme. This will facilitate more efficient monitoring and collation of data and in-depth analysis covering all elements
 - (b) To provide training in project management for managers and staff to instil a stronger project management approach within the Council.
 - (c) Review IT training provision including e-learning applications, to ensure we are meeting the training requirements in the most effective way.
 - (d) Develop skills to support effective leadership and management at Winchester City Council.
 - (e) To provide a training programme to support delivery of customer service, with the aim of encouraging a customer focussed culture within the organisation.
 - (f) To provide training in key areas of employment policy, including recruitment and selection, equal opportunities, appraisal and absence management.
 - (g) To develop and implement the corporate training plan, including training events covering time management, appraisal skills, coaching skills, negotiation skills etc.
 - (h) Continuing provision of Induction programme for all new staff
 - (i) Provision of Health and Safety training, including manual handling, risk assessment and dealing with violence to staff.
 - (j) Evaluating the effectiveness of the induction process in helping to support new employees in their introduction to the Council and their new role.
 - (k) Promote a learning environment within the Council where a proactive approach is taken to training and development, with support of events such as Learning at Work day; Annual training awards, maximising opportunities for workplace learning and development.
 - (l) Encouraging continuous improvement in training and development, commensurate with the maintenance of the Council's Investors in People status.

4.2 The Corporate Training Plan for 2003 – 2004 outlines how training and development will support the achievement of the Corporate Strategy and the People strategy, by developing employees' skills and competencies in line with business and service requirements. A copy of the Corporate Training Plan is attached (Appendix III). The Corporate Training Plan is used as a basis for the annual Training Programme. The Training Programme is available on the intranet or as hard copy from the Personnel departments.

5. Allocated Budget for 2003/04

5.1 The total training budget which is 1.5% of the paybill is allocated between corporate training managed by the Personnel Department and Departmental training managed by individual Directors. The allocation is:

(a)	Corporate Training	£29,000
(b)	Departmental Training	£130,133

5.2 The corporate training element has been allocated on the basis of:

(a)	Management Development	£15,000
(b)	Core Skills	£9,000
(c)	I T training	£5,000

Within these amounts, an allocation has also been made toward Health and Safety.

5.3 The £130,133 for departmental training is allocated between departments on the basis of 75% on a 50/50 basis between paybill and headcount, 25% on an identified need basis approved by Corporate Management Team.

5.4 Appendix IV shows the allocation to individual departments for the departmental training budget allocation for 2003/04.

5.5 Corporate training priorities are currently being identified for 2004 – 05. These along with individual training needs identified through the appraisal system will inform the Corporate Training Plan for 2004 –05.

OTHER CONSIDERATIONS:

6.0 CORPORATE STRATEGY (RELEVANCE TO)

Training and development contributes directly to the strategic plan objectives for core service delivery through ensuring that the Council has appropriately skilled and qualified staff. Continuing commitment by the Council to training and development also contributes to the recruitment, retention and motivation of staff.

7.0 RESOURCE IMPLICATIONS:

This report provides details of resource allocations made.

BACKGROUND DOCUMENTS

Management Information held in the Personnel Department.

APPENDICES:

- Appendix I: Monitoring Information
- Appendix II: Training Expenditure 02 – 03
- Appendix III: Corporate Training Plan
- Appendix IV: Training Budgets 03 - 04

Appendix I – Monitoring Information

Figure 1. Attendees on training events broken down by gender, ethnicity and disability.

Description	% of attendees on training	% of workforce
Gender: male	36%	40%
Staff with disabilities	0.5%	1.4%
Staff from ethnic minorities	1%	1.2%

Figure 2. Attendees on training events by age

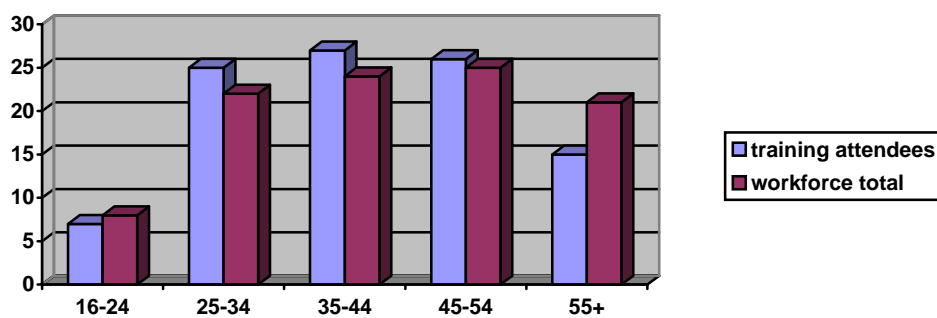


Figure 3: Attendees on training events by grade

Number of attendees

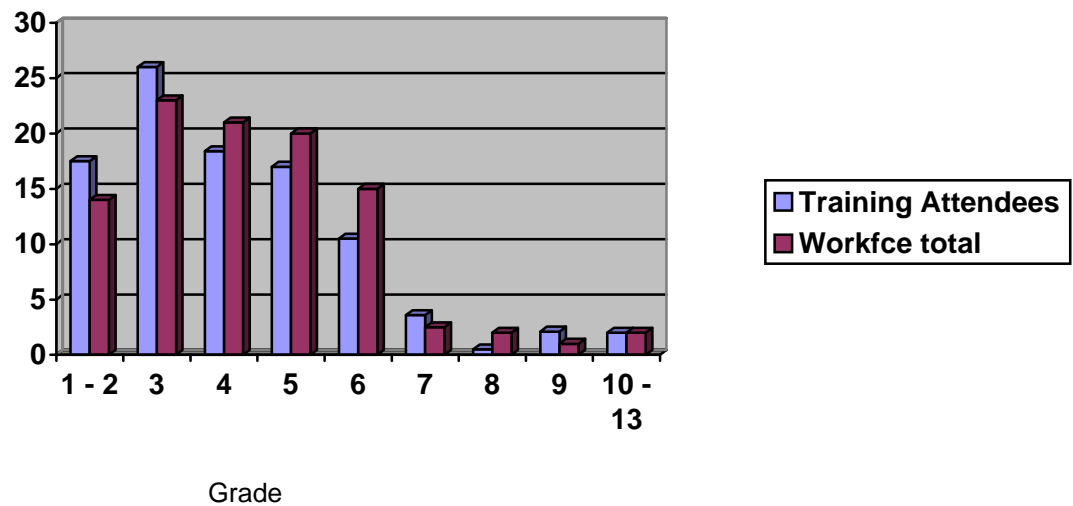


Table 1 - Training Expenditure 2002-3

Department	Training allocation	Extra training bid	Transferred from own budget	Total 2002 – 03 training budget	Actual Spend 2002 -03
Chief Executive	£2,710		£4,710	£7,420	£3,514
City Secretary and Solicitor	£5,480	£890	£4373	£6,370	£10,743
Environmental Health and Housing	£28,510	£8,890	£52,800	£90,200	£66,236
Finance	£16,730	£9,670	£7,360	£33,760	£37,184
Community Services	£11,140		£930	£12,070	£9,998
Personnel	£1,490	£5,940		£7,430	£6,513
Development Services					
Building Control	£2,380			£2,380	£2,553
Engineering	£10,440			£10,440	£7,735
Planning	£10,740	£4,820		£15,560	£20,417
Estates	£1,160		£500	£1,660	£2,403

Table 2 – Department Expenditure by Category

Department	Professional	Academic	IT	Management	Core Skills	Job specific
Chief Executive*						
City Secretary and Solicitor	837	0	1126	0	1396	7384
Environmental Health and Housing*						
Finance	7779	0	5386	2245	3844	17930
Community Services	2500	980	1560	760	160	4038
Personnel	6138	0	375	0	0	0
Development Services						
Building Control	2000	0	0	300	0	253
Engineering	4000	0	0	500	0	3235
Planning	12500	0	0	4000	0	3917
Estates	2100	0	0	50	0	253

* No breakdown by category available

Table 3– Department Expenditure by priority

Department	Mandatory	Desirable	Discretionary	Uncategorised
Chief Executive				3,514
City Secretary and Solicitor				10,743
Environmental Health and Housing				66,236
Finance	17930	17154	2100	0
Community Services	155	9843	0	
Personnel	5638	875	0	0
Development Services				
Building Control	2553	0	0	0
Engineering	6000	1735	0	0
Planning	17000	3417	0	0
Estates	2000	403	0	0

Winchester City Council – Training Plan – 2003 – 2004

Training and Development of all our people is central to achieving the Council's strategic intent. The role of training is to ensure that the people involved have the right knowledge and skills at the right time to realise their own potential and meet the Council's aims.

The Training Plan outlines how training and development will support the achievement of the Corporate Strategy and the People Strategy, by developing employees' skills and competencies in line with business and service requirements.

The training plan outlines the key priorities for training and development during the financial year 2003 – 2004. Each section is headed under the appropriate priority area from the Council's People Strategy –

- Leadership and Management;
- Workforce Skills, Competencies and Development;
- Employment Policy
- The Working Environment.

Links to the Corporate Strategy are also shown.

In addition to these priority areas of project work, in order to provide training to support continuous improvement in service provision, ongoing work will also be undertaken in the following areas:

- Provision of training and development solutions and advice for individuals, department and corporate requirements.
- ◆ Encourage continuous improvement in training and development provision, commensurate with the maintenance of the Council's Investors in People status.
- ◆ Maintain updated training policy and procedures, to enable easier and equitable implementation of training and development across the Council.

Leadership and Management

Leadership and Management has been identified as a priority area for Winchester City Council, with the aim of establishing the internal framework to continuously improve service delivery, modernise Winchester City Council structures, systems and employment practices and to extend these practices externally with partners in the wider community.

This section of the training plan outlines how training and development will support this objective.

Objectives

Leadership and Management: To develop relevant skills to support effective leadership and management at Winchester City Council.

Project Management: To provide training for managers to instill a stronger project management approach within the Council. To provide specific training for key staff in setting clear project objectives, planning and controlling project implementation and achieving required outcomes.

	Action	Timescale	Resource / responsibility
Leadership and Management	Provide pilot management development programme, accredited by the Chartered Institute of Management.	June 2003	Corporate training budget
Leadership and Management	Report of pilot programme to CMT and on for endorsement by Personnel Committee seeking commitment to the programme.	December 2003	Training Officer
Leadership and Management	Publicise the proposed management development programme to management teams and gain their commitment to it.	January 2004	Training Officer, Director and Chair of Personnel, CX.
Project Management	Provision of project management briefing event and project management training workshops.	January 2004	Training Officer
Project Management	Report on Project Management development programme to CMT, including recommendation for project management champion.	November 2003	Training Officer

The links to the Training and Development strategy are:

- ◆ To provide opportunities for the continuing development of leadership and management skills and competence
- ◆ To provide a focus for the development of an organisational culture which supports change and continuous improvement
- ◆ To provide training and development solutions as required, where analysis shows areas of shortfall or specific issues

The links to the Corporate Strategy are:

- ◆ To raise performance standards in key areas of the council's work to meet national standards and targets where these are set
- ◆ To maintain budget stability through strong performance and resource management while accommodating the requirements of new legislation and duties
- ◆ To deliver ' Best Value' in all our services

WORKFORCE SKILLS, COMPETENCIES AND DEVELOPMENT

The People Strategy outlines workforce skills, competencies and development as a priority, with the aim of promoting service improvement, through workforce training and development by helping people acquire the relevant skills necessary to deliver high quality services.

This section of the training plan outlines how training and development will support this objective.

Objectives

Customer Service: To provide a training programme encompassing leading, enabling, supporting and delivering customer service, with the aim of encouraging a customer focussed culture within the organisation.

Competency Based Training: To provide a core skills training programme to equip staff and management with the skills and ability to achieve the Council's strategic objectives with specified minimum competencies at all levels.

Comprehensive Performance Assessment: To provide skills and knowledge training to help ensure that the Authority has the capacity required to improve current performance and meet future challenges.

Technical, Professional and Administrative Skills: To support the provision of relevant work based qualifications

Technical, Professional and Administrative Skills: Review current IT training provision to ensure we are meeting these training requirements in the most effective and efficient way.

Learning Culture – Promote a learning environment within the Council where a proactive approach is taken towards training and development.

Induction – to evaluate the effectiveness of the induction process in helping to support new employees in their introduction to the Council and their new role

	Action	Timescale	Resource / responsibility
Customer Service	Customer Care event launching standards to senior managers, to be followed by cascade through the Authority.	April 2003	Corporate Training Budget
Competency Based Training	Design and delivery of programme of core skills training events.	June 2003	Corporate Training Budget
Comprehensive Performance Assessment	Identify a workforce development plan identifying strategies that will help build the relevant skills and capacity in the organisation.	January 2004	Training Officer / DMTs

	Composite report on training and development programme priorities to CMT.	December 2004	Training Officer
Technical, Professional and Administrative Skills	Continuing promotion and support for NVQs, ngdp, Certificate in Public Services.	On-going	Department Training Budgets
Technical, Professional and Administrative Skills	Review and report e-learning applications	January 2004	Training Officer
Learning Culture	Develop and produce plan promoting a learning culture throughout the organisation.	January 2004	Training Officer
Induction	Prepare report evaluating the induction process and making appropriate recommendations for improvement.	November 2003	Training Officer

The links to the Training and Development strategy are:

- ◆ To provide training and development support to individuals and departments to enable them to deliver high quality, customer focussed services
- ◆ To ensure each member of staff and management are equipped with the skills and ability to achieve the Council's strategic objectives with specified minimum competencies to all levels.
- ◆ To provide a focus for the development of an organisational culture which supports change and continuous improvement.
- ◆ To provide training and development opportunities in technical, professional and administrative skill areas as a means for the Council to internally develop staff in areas where there are skills shortages and difficulty in recruiting.
- ◆ To provide training and development solutions as required, where analysis shows areas of shortfall or specific issues, to enable the Council to meet current and future workforce requirements

The links to the Corporate Strategy are:

- ◆ To raise performance standards in key areas of the council's work to meet national standards and targets where these are set
- ◆ To maintain budget stability through strong performance and resource management while accommodating the requirements of new legislation and duties
- ◆ To deliver ' Best Value' in all our services
- ◆ To deliver friendly and efficient services to our residents
- ◆ To improve access to the Council's information and services, especially for our rural communities, taking full advantage of new technology

EMPLOYMENT POLICY

This priority area aims to promote modern employment practices which support service delivery and innovation whilst ensuring equality of opportunity within the workplace.

This section of the training plan outlines how training and development will support this objective.

Objectives
<p>Recruitment and Selection : To provide training which will allow managers to increase their skills in effective recruitment and selection and facilitate the use of the new recruitment and selection process</p>
<p>E-appraisal: To facilitate more efficient monitoring and collation of data and in depth analysis of all elements of the performance management appraisal scheme.</p>
<p>Appraisal Training: To provide training in the Annual Competency Assessment process</p>
<p>Harrassment and Bullying : To provide training to support the implementation of the harrassment and bullying policy</p>
<p>Employee Well Being: To provide training to help managers carry out their role in implementing the employee well-being policy</p>

		Timescale	Resource
Recruitment and Selection Harrassment and bullying Employee Well Being	Develop and deliver a series of training events to support managers in successful implementation of policies	June 2003	Corporate Training Budget
E- appraisal	Investigation of on-line appraisal system and appropriate recommendations made	November 2003	Training Officer
Appraisal Training	Training to support the Annual competency Assessment process	January 2004	Corporate Training Budget

The links to the Training and Development strategy are:

- ◆ To provide a range of training events for managers which will raise awareness about the changing nature of employment, provide skills in managing diversity and develop a culture which is committed to equality of opportunity

The links to the Corporate Strategy are:

- ◆ To raise performance standards in key areas of the council's work to meet national standards and targets where these are set
- ◆ To be honest equal and open
- ◆ To treat everyone fairly

THE WORKING ENVIRONMENT

The aim in this area is to promote a healthy and effective workplace through appropriate health promotion activity, the provision of appropriate occupational benefits and the development of sustainable policies.

This section of the training plan outlines how training and development will support this objective.

Objectives
Absence Management: To provide training for managers on effective absence management
Health and Safety: To provide on-going health and safety training for staff, to include manual handling, dealing with violence to staff, First Aid etc.
Workplace Assessment : To continue to support the implementation of workplace assessment and office ergonomics through training of assessors who will then implement this assessment in their work areas.

	Action	Timescale	Resource
Absence Management	Provision of training to support managers in effective absence management	September 2003	Corporate Training Budget
Health and Safety	On-going health and safety training for staff	On-going	Corporate Training Budget
Workplace Assessment	On-going training in office ergonomics for workplace assessors	April 2003	Corporate Training Budget

The links to the Training and Development strategy are:

- ◆ To provide managers with skills to promote a healthy and effective workplace, with particular emphasis on absence management

The links to the Corporate Strategy are:

- ◆ To raise performance standards in key areas of the council's work to meet national standards and targets where these are set
- ◆ To maintain budget stability through strong performance and resource management while accommodating the requirements of new legislation and duties
- ◆ To deliver ' Best Value' in all our services

Department	Training Allocation	Extra Training Bid	Total Training Budget 2003 -04
Chief Executive	£2,910	0	£2,910
Community Services	£12,222	£4,764	£16,986
Development Services	£26,435	£10,527	£36,962
Finance	£18,614	£11,490	£30,104
Personnel	£1,704	£3,943	£5,647
Environmental Health and Housing	£29,893	0	£29,893
City Secretary and Solicitor	£5,822	£1,809	£7,631