

PERSONNEL COMMITTEE

15 July 2004

ANNUAL TRAINING AND DEVELOPMENT REPORT

REPORT OF DIRECTOR OF PERSONNEL

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RECENT REFERENCES:

None

EXECUTIVE SUMMARY:

This is the annual report on training and development. It provides details on the activities and budget for 2003/04 and projected training and development activities and budgetary information for 2004/05.

RECOMMENDATION:

1. That the performance information for 2003/04 be noted.
2. That the training spend increase to 2% be recommended to Cabinet as part of the budget setting process.

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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 2003/04 (sections 2 and 3). Sections 4 and 5 deal with the priorities and allocations for 2004/05.

2 Corporate Training Activities for the Year 2003/04.

- 2.1 The corporate training budget for 2003/04 was £29000. This was composed of £5,000 allocated to IT training; £15,000 for management development and £9,000 allocated to core training activities.
- 2.2 From April 2003 until March 2004 the Personnel Department has organised 64 training sessions, of which 50 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. Fourteen 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 nineteen management development courses; fourteen supporting core competencies; seven on customer care; five on Health and Safety topics and five covering a variety of other areas, including Induction. 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 2003 – March 2004, including corporate training and department training budgets, amounted to £186,543. The Employers Organisation has identified investment in training and development as a key aspect of workforce planning in order to strengthen capacity within local authorities and facilitate improvement. Their recommendation to support the requirement is an investment in training of 2% of paybill. Our current investment represents 1.43% of paybill.
- 2.4 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.
- 2.5 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.

- 2.6 During 2003/04 the Personnel Department delivered the following corporate developmental activities:
- (a) Development and Implementation of Corporate Training Plan, including training events covering key competency areas including time management, appraisal skills, coaching skills, negotiation skills etc.
 - (b) Design and delivery of absence management training programme, contributing to substantial decrease in absence.
 - (c) Provision of training programme to support delivery of customer service, with the aim of encouraging a customer focussed culture within the organisation.
 - (d) Provision of induction training for all new staff. Evaluation of the effectiveness of the induction process in helping support new employees in their introduction to the Council and their new role.
 - (e) Pilot management development programme, accredited by the Chartered Institute of Management.
 - (f) Review of e-learning applications, resulting in the trial and adoption of the Learning Pool, providing over ninety e-learning packages covering generic skills, skills for local government, IT training and the ECDL.
 - (g) Formulating a bid for ODPM funding to enhance e-learning applications, in partnership with Hampshire County Council. The bid was unsuccessful in gaining funding on this occasion so we are now looking for other ways to develop our e-learning packages further.
 - (h) Provision of training in key areas of employment policy, including recruitment and selection, equal opportunities, bullying and harassment, and appraisal.
 - (i) Provision of an updated Training Policy and Procedure to enable easier and equitable implementation of training and development across the Council
 - (j) 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.
 - (k) Provision of Health and Safety training, including Manual Handling, Risk Assessment, First Aid and Dealing with violence to staff
 - (l) 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.
 - (m) Encouraging continuous improvement in training and development, commensurate with the maintenance of the Council's Investors in People status.
- 2.7 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.
- 2.8 Course evaluation forms are given to course participants following attendance at corporate training events. 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 2003/04, attendees rated 45% of the training events as excellent; 54% as good; 1% as fair and 0% as poor. This information is used to evaluate and improve the courses provided.

2.9 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.

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 2003/4, 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 were 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 2004/05

4.1 Priorities for delivery by the Personnel Department year 2004/05 include:

- (a) To support further reduction in levels of absence, through delivery of training to help managers manage absence in their departments
- (b) To secure Investors in People reaccreditation as the benchmark for best practice in people development
- (c) Provision of a training programme to provide necessary skills and development for the Customer Service Centre.
- (d) To provide training for services to support the implementation of the equal opportunities action plan.
- (e) To provide training for staff to raise awareness of diversity issues and to ensure equality in the provision of quality customer service.
- (f) Develop leadership competency for inclusion in performance assessment.
- (g) Assess future skills requirements and develop Skills and Development Plan to increase skills capacity within the organisation.
- (h) To develop and implement the corporate training plan, including training events covering time management, appraisal skills, coaching skills, negotiation skills etc.
- (i) Development of corporate approach to project management and training on project management principles.
- (j) Launch and delivery of team briefing training to help achieve more effective communication throughout the authority.
- (k) On-line appraisal system to enable more effective and efficient collation of training needs, allocation of training resource and evaluation of learning.

- (l) Continuing provision of Induction programme for all new staff.
- (m) Provision of Health and Safety training, including manual handling, risk assessment and dealing with violence to staff.
- (n) 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.
- (o) 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.
- (p) 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 2004 – 2005 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 2004/05

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	£62,000
(b)	Departmental Training	£114,300

5.2 The corporate training budget this year included an additional amount from the total training budget to fund training directly supporting corporate priorities. The corporate training element has been allocated on the basis of:

(a)	Corporate Priorities	£28,000
(b)	Management Development	£15,000
(b)	Core Skills	£9,000
(c)	Support for department training	£10,000
(d)	I T training	£5,000

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

5.3 The £114,300 for departmental training is allocated between departments on a 50/50 basis between paybill and headcount.

5.4 Appendix IV shows the allocation to individual departments for the departmental training budget allocation 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 03 - 04
- Appendix III: Corporate Training Plan 04 - 05
- Appendix IV: Training Budgets 04 - 05

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	34%	37%
Staff with disabilities	0.2%	1.5%
Staff from ethnic minorities	1.2%	2%

Figure 2. Attendees on training events by age

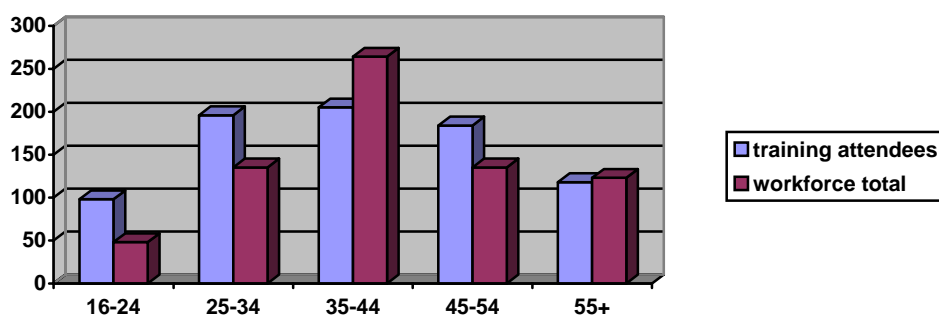
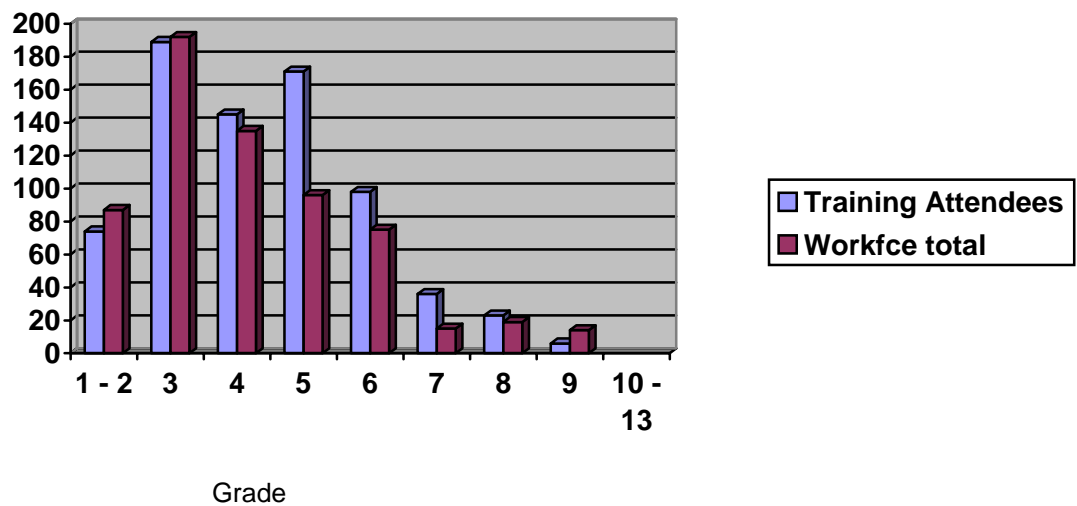


Figure 3: Attendees on training events by grade

Number of attendees



Training Expenditure by Department 2003 - 2004

Department	Training allocation	Department supplement	Total Budget	Actual Spend
Chief Executive	2910	5850	8760	7048
City Secretary and Solicitor	7630	0	7630	6899
Environmental Health and Housing	29890	52790	82680	64532
Finance	30110	10630	40740	26610
Community Services	16980	-5750	11230	9017
Personnel	1700	3940	5640	3775
<i>Development Services</i>				
Building Control	3950	0	3950	1332
Engineering	13100	-20	13080	4462
Planning	18560	0	18560	35433
Estates	1360	0	1360	961

Winchester City Council – Training Plan – 2004 – 05

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 Council's priorities by developing employees' skills and competencies in line with business and service requirements.

The training plan shows the key priorities for training and development during the financial year 2004/ 2005. Each section is headed under the appropriate core activity area from the Personnel Business Plan 2004/05, as follows:

- Resourcing
- Skills and Capacity Development
- Developing the Organisation

The links to the Council's priorities are 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.

Resourcing

The aims of this core activity area are as follows.

To have in place an appropriate recruitment strategy, pay and benefits strategy and employment policies and procedures which are structured to ensure that the Council is positioned as the employer of choice within a diverse employment market. Motivate, recruit, retain and develop the staff needed to support the achievement of the corporate aims and address diversity and equality issues within the constraints of affordability. To provide continued support and expert advice to front line departments on issues such as absence management, employment relations and legislation. To provide information and e-personnel systems to enable the effective management of staff.

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

Aim	In response to	Anticipated outcome	Resource	Time scale
<p>Absence Management.</p> <p>To support further reduction in levels of absence.</p>	Personnel Department Business Plan	Delivery of training to help managers manage absence in their departments	Corporate Training Budget	Ongoing
<p>Investors in People</p> <p>To have well trained staff with the resources they need</p>	WCC Modernisation and Improvement Plan	Secure liP reaccreditation	Corporate Training Budget	December 2004
<p>Customer Service</p> <p>Support action plan to provide the Customer Service Centre</p>	Personnel Department Business Plan	Training programme for Customer Service Centre in place	Corporate Training Budget	
<p>Equality and Diversity</p> <p>To raise awareness of diversity issues and to ensure equality in provision of quality customer service</p>	Personnel Department Business Plan	<p>Training for staff to raise awareness of equalities</p> <p>Training for services to support implementation of diversity action plan</p>	Corporate Training Budget	September 2004

Skills and Capacity Development

The aims of this core activity area are as follows.

To develop the workforce, through appropriate training and development to ensure that the skills and capacity meet the requirements of the business. Building on the competency framework and ensuring appropriate development programmes are in place covering leadership and management skills and the frontline workforce development to deliver the corporate objectives. Providing career pathways and development opportunities for staff at all levels.

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

Aim	In response to	Anticipated outcome	Resource	Time scale
Corporate Training Ensure skills available within the workforce to achieve corporate objectives	Personnel Department Business Plan	Design and delivery of corporate training programme	Corporate Training Budget	September 2004
Leadership To develop leadership capacity within the organisation and ensure future skills requirements.	Personnel Department Business Plan	Leadership competency developed for inclusion in performance assessment	Corporate Training Budget	January 2005
Corporate Briefings To ensure staff have access to the information they need to deliver the corporate objectives	Personnel Department Business Plan	Briefing sessions on key priority areas e.g. Freedom of Information Act; Data protection etc	Corporate Training Budget	September 2004

Developing the Organisation

The aims of this activity area are as follows.

To facilitate change which will improve productivity and performance management and the delivery of the improvement plan. To improve flexible working and workforce planning, skills development and communication. To improve the effectiveness of the organisation by developing a learning culture. This section of the training plan outlines how training and development will support this objective.

Aim	In response to	Anticipated outcome	Resource	Time scale
Skills Development Assess future skills requirements and develop skills capacity within the organisation	Personnel Department Business Plan	Skills & Development Plan		March 2005
Team Briefing Achieve effective communication through team briefing	Communication strategy	Delivery of team briefing training	Corporate Training Budget	September 2004
Project Management To develop the organisation's capacity by adopting corporate approach to project management.	Corporate Training Priority	Development of project management approach and training on project management principles	Corporate Training Budget + Best Value Budget	October 2004

Training Budget 04-05

Department	Total Training Budget 2004 -05
Chief Executive	£3,390
Community Services	£14,566
Development Services	£30,429
Finance	£22,066
Personnel	£1,710
Environmental Health and Housing	£35,334
City Secretary and Solicitor	£6,833