

PERSONNEL COMMITTEE

20 June 2005

ANNUAL TRAINING AND DEVELOPMENT REPORT

REPORT OF DIRECTOR OF HUMAN RESOURCES

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RECENT REFERENCES:

None

EXECUTIVE SUMMARY:

This is the annual report on the management of training and development within the Council. It provides details on the activities and budget for 2004/05 and projected training and development activities and budgetary information for 2005/06.

RECOMMENDATION:

That the report be noted.

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Report of Director of Human Resources

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 Human Resources Department for the financial year 2004/05 (sections 2 and 3). Sections 4 and 5 deal with the priorities and allocations for 2005/06.

2 Corporate Training Activities for the Year 2004/05.

- 2.1 The corporate training budget for 2004/05 was £67,000. This was composed of £5,000 allocated to IT training; £15,000 for management development; £10,000 support for department training needs; £28,000 funding training directly supporting corporate priorities and £9,000 allocated to core training activities.
- 2.2 From April 2004 until March 2005 the Human Resources Department has organised 73 training sessions, of which 58 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. Fifteen 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; twelve supporting core competencies; five on Health and Safety topics and three covering other areas, including Induction. Additionally, five courses were delivered as part of the Customer Service Centre training programme and 25 courses were delivered to support corporate training priorities, such as project management, team briefing and diversity. 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 2004 – March 2005, including corporate training and department training budgets, amounted to £210,057.
- 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. It is important to note

that training organised by departments is not included in the monitoring information as we do not have the information on departmental spend by grade, ethnicity or disability.

- 2.6 During 2004/05 the Human Resources Department delivered the following corporate developmental activities:
- a) Delivery of training to help managers manage absence in their departments to support further reduction in levels of absence.
 - b) Successfully attaining Investors in People reaccreditation, which is 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) Provision of training for services to support the implementation of the equal opportunities action plan.
 - e) Provision of training for staff to raise awareness of diversity issues and to ensure equality in the provision of quality customer service.
 - f) Developing leadership competency for inclusion in performance assessment.
 - g) Developing and implementing the corporate training plan, including training events covering time management, appraisal skills, coaching skills, negotiation skills etc.
 - h) Development of a corporate approach to project management and training on project management principles.
 - i) Launch and delivery of team briefing training to help achieve more effective communication throughout the authority.
 - j) Continuing provision of Induction programme for all new staff.
 - k) Provision of Health and Safety training, including manual handling, risk assessment and dealing with violence to staff.
 - l) Support and management of vocational training, including National Vocation Qualifications in, Business Administration and Customer Service; the Certificate in Higher Education/Foundation Degree (Public Service) and the National Graduate Development Programme.
 - m) 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.
 - n) 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.
- 2.7 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 2004/05, attendees rated 65% of the training events as excellent; 33% as good; 2% as OK; 0% 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. Additional evaluation will be required to meet the new Investors in People standards. This will be developed in 2005-06.
- 2.9 The Council was successful in achieving reaccreditation of the Investors in People standard in March 2005. The standards are being currently being updated and the assessors draw attention to three key areas for the Council to consider prior to the next assessment. The first area is the new requirement that people have the opportunity to contribute to the development of team and organisation objectives. The second is that the organisation develops a clear understanding of the knowledge, skills and behaviours managers need to lead, manage and develop people effectively. Thirdly, that the organization evaluates not only the benefits of the investment in people's learning and development, but also understands how this has led to improvements in the strategies for improving the performance of the organisation and managing and developing its people. An action plan will be developed in 2005 -06 to address these areas.

3 Achievement of Departmental Training Plans 2004/05

- 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 2004/5, and the actual expenditure for the same period. The additions to budget made by individual departments are also shown to give a true reflection of training and development activity within departments.

4. Corporate Training Activities for the Year 2005/06

- 4.1 Priorities, to be agreed by Corporate Management Team, for delivery by the Human Resources Department year 2005/06 include:
- a. To develop and deliver an action plan from the feedback from Investors in People reaccreditation as the benchmark for best practice in people development
 - b. Continued provision of the training programme to provide necessary skills and development for the Customer Service Centre.
 - c. Customer care training for departments to ensure consistent levels of provision of customer care.
 - d. To provide training for services to support the implementation of the revised equal opportunities action plan.
 - e. To provide an accredited management development programme concentrating on strengthening key management competencies, delivered in partnership with the Royal Hampshire Hospital.

- f. To develop a management and leadership programme for Heads of Division to support effective delivery of corporate objectives. This will include involvement in Common Purpose programme which promotes better decision-making in all sectors, more effective solutions to common problems, more engaged and active citizens and, ultimately, stronger communities.
- g. To provide further training for staff to raise awareness of diversity issues and to ensure equality in the provision of quality customer service.
- h. To provide an e-skills training programme for staff resulting in a recognised basic level of attainment.
- i. To provide facilitation skills training for key staff who are involved with stakeholder dialogue.
- j. To provide training for staff to raise awareness of sustainability issues and to promote sustainable working practices.
- k. To develop and implement the corporate training plan, including training events covering key competencies such as time management, appraisal skills, coaching skills etc
- l. To provide further training to support and develop a corporate approach to project management and training on project management principles.
- m. Continuing provision of Induction programme for all new staff.
- n. Provision of Health and Safety training, including manual handling, risk assessment and dealing with violence to staff.
- o. Support and management of vocational training, including National Vocation Qualifications in, Business Administration and Customer Service and the Certificate in Higher Education/ Foundation Degree (Public Service).
- p. 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.
- q. 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 2005 – 2006 outlines how training and development will support the achievement of the Corporate Strategy, the Workforce Development Plan and the People strategy, by developing employees' skills and competencies in line with business and service requirements. The Workforce Development Plan aims to ensure that we have the relevant skills and capacity to meet future demands, by making the link between business strategies and plans for recruitment and retention, staff deployment and training. The Corporate Training Plan outlines the related learning and development. 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 Human Resources Department.

5. Allocated Budget for 2005/06

5.1 The total training budget is allocated between corporate training managed by the Human Resources Department and Departmental training managed by individual Directors. The allocation is:

(a)	Corporate Training	£88,000
(b)	Departmental Training	£119,830

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	£51,000
(b)	Management Development	£15,000
(b)	Core Skills	£9,000
(c)	Support for department training	£8,000
(d)	I T training	£5,000

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

5.3 The £119,830 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 2005/06.

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 Human Resources Department.

APPENDICES:

Appendix I: Monitoring Information

Appendix II: Training Expenditure 04 - 05

Appendix III: Corporate Training Plan 05 - 06

Appendix IV: Training Budgets 05 - 06

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%	37%
Staff with disabilities	1.5%	1.8%
Staff from ethnic minorities	2.3%	1.8%

Figure 2. Attendees on training events by age

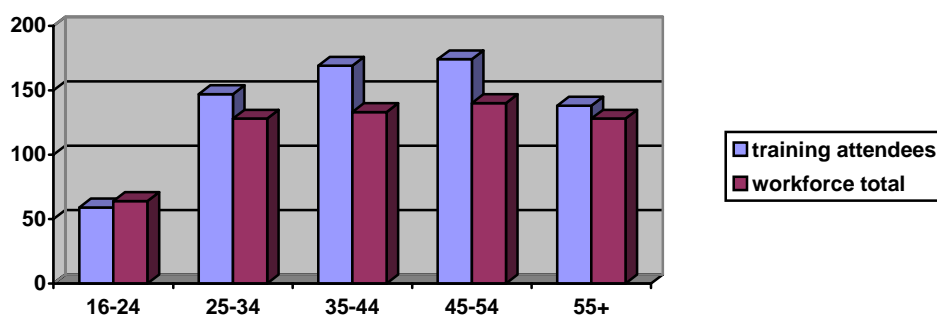
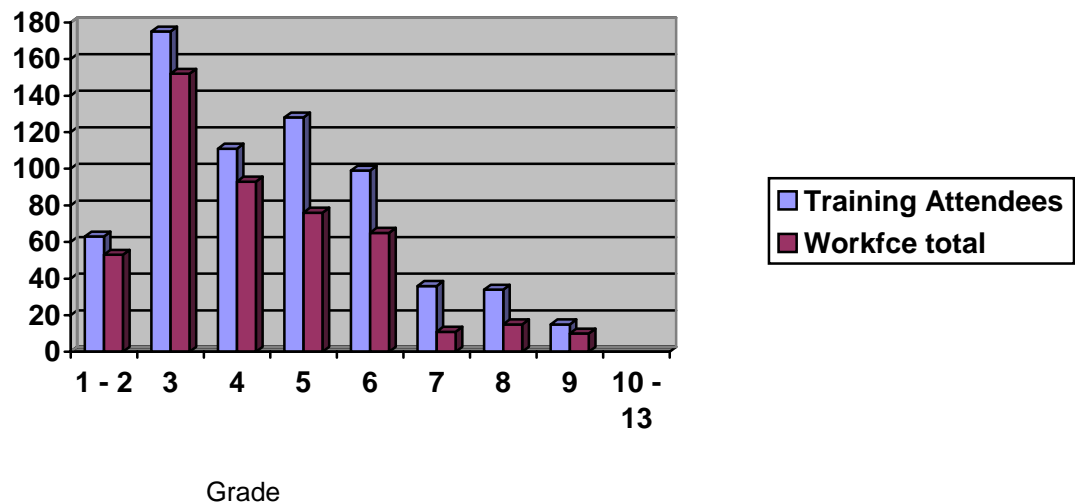


Figure 3: Attendees on training events by grade

Number of attendees



Training Expenditure by Department 2004 - 2005

Department	Training allocation	Department supplement	Total Budget	Actual Spend
Chief Executive	3390	360	3750	588
City Secretary and Solicitor	6830	0	6830	13418
Environmental Health and Housing	35330	42790	78120	47270
Finance	22070	10	22080	29607
Community Services	14570	410	14980	19469
Human Resources	1710	0	1710	4951
<i>Development Services</i>				
Building Control	3160	0	3160	2379
Engineering	12550	0	12550	9162
Planning	13190	12000	25190	20827
Estates	1530	0	1530	2988

Winchester City Council – Training Plan – 2005– 06

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 2005/ 2006. Each section is headed under the appropriate core activity area from the Human Resources Business Plan 2005/06, 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
Absence Management. To support further reduction in levels of absence.	Human Resources Business Plan	Delivery of training to help managers manage absence in their departments	Corporate Training Budget	Ongoing
Investors in People To have well trained staff with the resources they need	Human Resources Business Plan	Action plan to meet the requirements of the new Investors in People standards	Corporate Training Budget	Ongoing
Customer Service Customer Service Centre staff skilled in required knowledge, processes and behaviour. Related departments offering good customer care.	Human Resources Business Plan	Training programme for Customer Service Centre and other departments in place	Corporate Training Budget	April 2005 onwards
Equality and Diversity To raise awareness of diversity issues and to ensure equality in provision of quality customer service	Human Resources Business Plan	Further training for staff to raise awareness of equalities. Training for services to support implementation of revised diversity action plan	Corporate Training Budget	Ongoing

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	Human Resources Business Plan	Design and delivery of corporate training programme	Corporate Training Budget	September 2005
Leadership To develop leadership capacity within the organisation and ensure future skills requirements.	Human Resources Business Plan	Leadership development for Heads of Service	Corporate Training Budget	October 2005
E government Improved skills to enable enhanced provision of e-access to services	Human Resources Business Plan	Development and implementation of e skills training programme for all staff with basic level of attainment.	Corporate Training Budget	September 2005 onwards

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
<p>Project Management</p> <p>To develop the organisation's capacity by adopting corporate protocol for project management.</p>	<p>Corporate Training Priority</p> <p>Human Resources Business Plan</p>	<p>Training for CMT, SMG and Performance Management Group to support corporate approach to project management.</p>	<p>Corporate Training Budget</p>	<p>April 2005 onwards</p>
<p>Sustainability</p> <p>Raise awareness of sustainability issues</p>	<p>Sustainability Strategy</p>	<p>Development and implement sustainability training and development plan</p>	<p>Corporate Training Budget</p>	<p>October 2005</p>
<p>Communications</p> <p>Improved staff skills to deliver best practice in email use and associated time savings</p>	<p>Communication strategy Action Plan</p>	<p>Email best practice workshops</p>	<p>Corporate Training Budget</p>	<p>October 2005</p>

Training Budget 05-06

Department	Total Training Budget 2005 -06
Chief Executive	£3,200
Community Services	£15,550
Development Services	£31,380
Finance	£23,120
Human Resources	£1,750
Environmental Health and Housing	£36,580
City Secretary and Solicitor	£8,250