

PERSONNEL COMMITTEE

16 June 2008

ANNUAL TRAINING AND DEVELOPMENT REPORT

REPORT OF HEAD OF ORGANISATIONAL DEVELOPMENT

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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 2007/08 and projected training and development activities and budgetary information for 2008/09.

RECOMMENDATION:

That the report be noted.

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### ANNUAL TRAINING AND DEVELOPMENT REPORT

#### Report of Head of Organisational Development

#### 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 Resource Divisional for the financial year 2007/08 (sections 2 and 3). Sections 4 and 5 deal with the priorities and allocations for 2008/09.

##### 2 Corporate Training Activities for the Year 2007/08.

- 2.1 The corporate training budget for 2007/08 was £256,340. This was composed of £5,000 allocated to IT training; £15,000 for management development; £67,460 funding corporate priorities and £9,000 allocated to core training activities. Individual divisions were allocated £159,880 for specific development needs covering qualifications and continuous professional development needs.
- 2.2 From April 2007 until March 2008 the Training Section within Human Resources Divisional has organised 57 training sessions, of which seven were health and safety and the remainder included the direct delivery of management development and interpersonal skills training, both through a programme of events and training specifically designed to meet individual divisional needs. Ten sessions were delivered with the support of the local Adult Education College. These sessions were covering IT training on specific packages. The other courses covered a range of areas including management development; supporting core competencies and Induction.
- 2.3 Corporate Training priorities were delivered covering topics including absence management, project management and diversity. The training and development provision also included opportunities for staff to achieve National Vocational Qualifications and supporting developmental activities.
- 2.4 A number of achievements were made during the year 2007-2008 including the successful completion of the Certificate in Management qualification by eleven employees. Additionally, two employees have progressed to the Diploma in Management Studies. Both qualifications were delivered in partnership with the Royal Hampshire County Hospital Winchester, and Simply Health.
- 2.5 The utilisation of E-Learning is ongoing with 48 courses accessed over the last year.
- 2.6 Total training spends in the financial year April 2007 – March 2008, including corporate training and divisional training budgets, amounted to £219,449.
- 2.7 During 2007/08 the Human Resource Divisional delivered the following corporate developmental activities:

- a) Delivery of recruitment and selection training to managers to enable them to make effective recruitment decisions.
  - b) Maintaining IIP standards and preparing for the Investors in People reaccreditation which is the benchmark for best practice in people development.
  - c) Delivery of coaching skills training and individual coaching to aid with the development of Senior Managers.
  - d) Provision of training for services to support the implementation of the equal opportunities action plan, and ensuring that all HR related courses were revised to include changes to employment law affecting the diversity agenda.
  - e) Developing and implementing the corporate training plan in full, including training events covering time management, appraisal skills, coaching skills, negotiation skills etc.
  - f) Continued development of a corporate approach to project management and training on project management principles.
  - g) Continued delivery of team briefing training to help achieve more effective communication throughout the authority.
  - h) Continuing provision of corporate Induction programme.
  - i) Provision of Health and Safety training including manual handling, risk assessment and dealing with violence to staff.
  - j) Support and management of vocational training, including National Vocation Qualifications in Business Administration and Customer Service.
  - k) Promote a learning culture within the Council where a proactive approach is taken to training and development, with support of events such as the annual Learning at Work day; Annual training awards, maximising opportunities for workplace learning and development training material to support both staff and managers in continuous development.
  - 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.
- 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 2007/08, attendees rated 51% of the training events as excellent; 48% as good; 1% as satisfactory 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 to meet the new Investor in People standards.

### 3 Achievement of Divisional Training Plans 2007/08

- 3.1 The Divisional budgets are controlled and monitored by each Head of Division. In some cases, Heads of Division or Directors increase the divisional training allocation by virement or savings in other budgets, where they consider this to be a priority.
- 3.2 Appendix 1 shows the budget allocation for training and development for 2007/08, and the actual expenditure for the same period.
- 3.3 A number of divisions had an under spend in actual expenditure against their budgeted allocation. For Revenues, Access and Infrastructure and Democratic Services this was because the most significant area of spend relates to professional training and day-release courses. In the financial year 07-08 demand for this type of training was reduced with a consequent saving, due to lower levels of new staff at that time. Customer Services, Cultural Services, Partnerships and Communications and Strategic Housing also had significant under spends. This was due to vacancy management which meant there were significant pressures on resources and restructuring where staff were taking on new roles and weren't yet available to take up anticipated training allocations. This is not expected to reoccur in the financial year 08 -09.
- 3.4 In contrast, both Planning and Strategic Planning significantly supplemented their budgets. This was necessary because of the CPD requirements in these areas, and also the commitment to supporting junior staff in achieving the appropriate qualifications which are very costly. There have also been significant changes to planning policy, particularly in relation to sustainability, which necessitates training to ensure staff have the necessary expertise and knowledge

### 4. Corporate Training Activities for the Year 2008/09

- 4.1 Priorities for delivery by the Human Resource Division in 2008/09 are linked to the Corporate Strategy. These corporate areas are outlined fully in Appendix 2 and include:
- a) Training on sustainability appraisal to ensure that sustainability issues are embedded into WCC strategies, policies and plans and to meet the requirements of the sustainable environment inspection recommendations.
  - b) Customer service leadership workshop and cascade of customer service training to demonstrate the Council's commitment to delivering customer focused services and help meet the requirements of the Cabinet Office Customer Service Excellence Standard.
  - c) Training to support the implementation of the revised equal opportunities action plan and further training for staff to raise awareness of diversity issues and to ensure equality in the provision of quality customer service.
  - d) Procurement training to ensure that officers have a fuller appreciation of the issues and conflicts surrounding procurement, in particular sustainable procurement.
  - e) Training for managers involved in the rollout of flexible working to provide support and skills necessary to successfully manage staff working in this way.
  - f) Training to support sub-regional sustainable planning and growth initiatives.
  - g) Training on planning policy and climate change to ensure that Planning Officers have a better understanding of the various options in addressing climate change to enable them to advise developers and their designers.

- h) Training on web based and written communication to result in improvements in quality of communications from the Council with provision of clear, well targeted information, following Plain English principles.
- i) To provide facilitation skills training for key staff who are involved with stakeholder dialogue to aid partnership working.

Additional areas of work this year will include:

- j) Revision of induction, including on-line element to ensure the Council is providing a good quality introduction for new employees and to help meet the requirements of IIP.
- k) Continuation of the coaching programme for Senior Managers.
- l) Review of management induction and management development in line with the requirements of IIP.
- m) Continuation of accredited management development programme concentrating on strengthening key management competencies, delivered in partnership with the Royal Hampshire County Hospital.
- n) 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; the Annual Training awards, maximising opportunities for workplace learning and development.
- o) Encouraging continuous improvement in training and development, commensurate with the maintenance of the Council's Investors in People status.
- p) To develop and implement the corporate training plan including training events covering key competencies such as time management, appraisal skills, coaching skills etc.
- q) Provision of Health and Safety training including manual handling, risk assessment and dealing with violence to staff.
- r) Support and management of vocational training, including National Vocational Qualifications in, Business Administration and Customer Service and Management.
- s) Update and re-launch of e-learning website to increase awareness and usage of this flexible learning tool.
- t) Training and support for participants in the talent management programme.
- u) Rollout of on-line appraisal and training administration modules of HR system to enable more efficient training administration, with improved monitoring and reporting on training and individual objectives achieved.
- v) To provide an e-skills training programme for staff resulting in a recognised level of attainment.

## 5. Allocated Budget for 2008/09

- 5.1 The total training budget is allocated between corporate training managed by the Human Resource Divisional and Divisional training managed by individual Heads of Division.

The allocation is:

(a)	Corporate Training	£ 96,990
(b)	Divisional Training	£188,172
(c)	Total Training Budget 2008/2009	£285,162

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

(a)	Corporate Priorities	£67,990
(b)	Management Development	£15,000
(b)	Core Skills	£9,000
(d)	I T training	£5,000
	Total	£96,990

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

5.3 The £188,172 for divisional training is allocated between divisions on a 50/50 basis between pay bill and headcount.

5.4 Appendix III shows the allocation to individual divisions for the divisional training budget for 2008/09.

#### 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 Resource Division.

#### APPENDICES:

Appendix I: Training Expenditure 07 -08

Appendix II: Corporate Training Plan 08 - 09

Appendix III: Divisional Training Budgets 08 - 09

## Appendix 1 – Division Financial Monitoring Information

### Training Expenditure by Division 2007 - 2008

DIVISION	2007/08		
	Budget	Actual	Variance
	£000	£000	£000
Access & Infrastructure	7,450	3,186	(4,264)
Building Control	2,750	3,058	308
Corporate Management	1,340	0	(1,340)
Cultural Services	12,020	10,061	(1,959)
Customer Services	6,800	1,131	(5,669)
Democratic Services	3,120	1,754	(1,366)
Environment	27,900	29,564	1,664
Estates	7,470	7,456	(14)
Financial Services	5,470	2,980	(2,490)
Human Resources	2,060	2,295	235
Information Management & Technology	3,350	6,300	2,950
Landlord Services	39,050	28,096	(10,954)
Legal Services	7,020	8,965	1,945
Partnership & Communications	3,170	620	(2,550)
Performance & Scrutiny	1,250	0	(1,250)
Planning	11,730	17,977	6,247
Revenues & Benefits	6,180	2,822	(3,358)
Strategic Housing	12,230	7,287	(4,943)
Strategic Planning	1,580	3,038	1,458
Corporate Training	94,400	82,909	(11,491)
<b>Total Net Expenditure</b>	<b>256,340</b>	<b>219,499</b>	<b>(36,841)</b>

## Appendix 2 – Corporate Training Plan – 2008 – 2009

Training need	Target Audience	Which corporate objective does this contribute to?	Measures of successful training
<b>1. Sustainability Appraisal Training</b>	<i>Authors of strategies, policies and plans</i>	<b>Council Aim</b> 'adopts sustainable working practices'. <b>Corporate Value</b> to 'Keep sustainability principles at the heart of all we do'.	<ol style="list-style-type: none"> <li>1. Sustainability Issues embedded into WCC strategies, policies and plans.</li> <li>2. Meet requirements of the sustainable environment inspection recommendations.</li> </ol>
<b>2. Plain English</b>	<i>All staff who write letters, reports and web content</i>	<b>Modern and efficient council</b>	<ol style="list-style-type: none"> <li>1. Improvements shown in pre and post training assessments</li> <li>2. Equality and diversity standards are met</li> <li>3. Managers spend less time double checking the work produced by their teams</li> </ol>
<b>3. Communications</b>	<i>All staff who need an understanding of the way the media works as well as how to break down audiences and target messages effectively</i>	<b>Modern and efficient council</b>	<i>Improvements in quality of communications from the council. Better targeted information and tracked 'call to action' on all messages, eg web hits or take up</i>
<b>4. Communications – writing for the web</b>	<i>Any member of staff who writes web content for the corporate or visit Winchester website</i>	<b>Modern and efficient council</b>	<ul style="list-style-type: none"> <li>• Corporate reputation of the council preserved./ enhanced through production of accurate and comprehensive written communications.</li> <li>• Increased number of hits to the corporate website writing to appeal to different audiences e.g. young people</li> <li>• Accessibility standards consistently met</li> </ul>

Training need	Target Audience	Which corporate objective does this contribute to?	Measures of successful training
<p><b>5. Customer Service Leadership Workshop+ ongoing corporate programme</b></p>	<p><i>CMT/ SMG + cascade throughout the authority</i></p>	<p><b>To be recognised as a council which offers excellent customer service in our local communities</b></p>	<p><i>Helps meet requirements of the Cabinet Office Customer Service Excellence Standard:-</i></p> <ol style="list-style-type: none"> <li><i>1. Corporate commitment to putting customers at the heart of service delivery and leaders in our organisation actively support this and advocate for our customers</i></li>   <li><i>2. Demonstration of commitment to delivering customer focused services through our recruitment, training and development policies for staff</i></li> </ol>
<p><b>6. Equality Impact Assessment Training</b></p>	<p><i>All staff members carrying out impact assessments in this financial year.</i></p>	<p><b>Council Aim:</b> <i>Safe and strong communities</i>  <b>Corporate Value:</b> <i>Citizen are happy in their day-to-day lives because they are not disadvantaged by where they live, or the community they come from and area able to influence the future of their community.</i></p>	<p><i>Impact Assessment completed as plan In house facilitators produced to support future assessments</i></p>
<p><b>7. Equalities awareness</b></p>	<p><i>Front line staff</i></p>		<p><i>Polling of staff awareness of key issues</i></p>

Training need	Target Audience	Which corporate objective does this contribute to?	Measures of successful training
<p><b>8.Children's Act</b></p>	<p><i>All staff who have contact with children and/or their parents/carers receive training on their role and responsibilities and the roles of other organisations.</i></p> <p><i>All staff are trained in the recognition of signs of abuse and neglect and know how to raise concerns.</i></p> <p><i>All staff are aware of the Common Assessment Framework (CAF), its role in helping to safeguard children &amp; young people, &amp; its relevance to their areas of work.</i></p>	<p><b>Safe and strong communities.</b></p> <p><i>Citizens are happy in their day-to-day lives because they:</i></p> <ul style="list-style-type: none"> <li><i>• feel safe wherever they live, work or spend their leisure time</i></li> </ul>	<p><i>Council meets statutory requirements for training under section 11 of the Children Act 2004 and its contribution to the wider safeguarding agenda</i></p> <p><i>Council meets its statutory duty to co-operate in the implementation of the Children Act 2004</i></p>
<p><b>9.European Computer Driving Licence</b></p>	<p><i>Pilot group of staff.</i></p>	<p><b>Adopts sustainable working practices</b></p>	<p><i>Reduced number of help desk calls</i></p>

<b>Training need</b>	<b>Target Audience</b>	<b>Which corporate objective does this contribute to?</b>	<b>Measures of successful training</b>
<b>10.Planning policy and climate change</b>	<i>Primarily Planning Officers (others with an interest are welcome to attend)</i>	<b>Council priorities</b> 'Use the planning system to promote the building of new homes to both meet local needs and Government set targets while protecting local character through sensitive, high quality design and appropriate densities' and 'Reduce our emissions of 'greenhouse' gases and assist others to do the same'. <b>Corporate Value</b> to 'Keep sustainability principles at the heart of all we do'.	<i>Planning Officers have a better understanding of the various options in addressing climate change to enable them to start a dialogue with developers and their designers</i>
<b>11.Facilitation skills</b>	<i>Staff who may need to run / assist with public ./ stakeholder workshops</i>	<b>Efficient &amp; Effective Council</b> – customer service, working with others, working with partners	<i>Ability to conduct successful consultation / involvement exercises without over-reliance on a small number of staff Greater confidence in organising effective consultation events</i>
<b>12.Flexible working</b>	<i>Managers involved in managing flexible working</i>	<i>Support for the implementation change and improvement programme '2010'</i>	<i>Questionnaire responses from flexible working areas</i>
<b>13.Procurement</b>	<i>Managers and staff involved in procurement</i>	<b>Efficient &amp; Effective Council</b>	<i>Officers have an improved knowledge of current procurement rules and procedures. Officers have a fuller appreciation of the issues and conflicts surrounding procurement, in particular sustainable procurement.</i>

### Appendix 3 Training Budget 2008-9

<b>Total Training Budget 2008/09</b>	
<b>DIVISION</b>	<b>Budget</b>
	<b>£000</b>
Access & Infrastructure	11,230
Building Control	3,620
Corporate Management	2,910
Cultural Services	12,340
Customer Services	7,080
Democratic Services	2,420
Environment	20,000
Estates	4,012
Financial Services	5,590
Human Resources	2,520
Information Management & Technology	3,250
Landlord Services	59,010
Legal Services	6,040
Partnership & Communications	3,680
Performance & Scrutiny	1,050
Planning	13,570
Revenues & Benefits	14,820
Strategic Housing	12,740
Strategic Planning	2,290
Corporate Training	96,990
<b>Total Net Expenditure</b>	<b>285,162</b>