

Training and Development Review 2010/11

Corporate Training Activities 2010/11

The corporate training budget for 2010/11 was £203,162. This is a £14,500 budget saving as compared to the 2009/10 budget of £217,662, which was a £68,500 saving on the 2008/09 budget. This year's budget comprises £15,000 allocated to management development, £39,407 funding corporate priorities and £9,000 allocated to core training activities. Individual teams were allocated £139,755 for specific training requirements covering qualifications, updates and continuous professional development.

From April 2010 until March 2011, the training section within the Human Resources team has organised 36 training sessions, of which seven were health and safety courses and the remainder included the direct delivery of management development and competency based development, both through a programme of events and training specifically designed to meet individual divisional needs.

For 2010/11 the on-line appraisal scheme has been used to enable the improved planning and management of training. This has allowed the training budget to be allocated on priority rather than on headcount as previously. Priority has been given to Continuous Professional Development requirements, followed by training which is essential or legally required. The closer management of the training budget allocation has aided the achievement of the required budget savings identified. The on-line appraisal scheme also gives information on staff skills and competencies which, as part of the 1team project, has enabled the organisation to identify staff with potential to take on new roles or further responsibilities.

Additionally there is an on-line evaluation system enabling the measurement of the effectiveness of the training and development solutions delivered to Council employees. This covers both internal provision and external courses and qualifications. The evaluation is carried out four weeks after attending the training to allow attendees time to implement the learning. This on-line evaluation system allows ease of use and of collating the data given. In addition to collated data, the evaluation can be used to establish value of particular courses and providers. Details are available in learning and development metrics tables appended (Table 1).

Corporate training priorities were also delivered covering topics including equalities, leadership development, customer service and support for managers in implementing flexible working within their teams. The training and development provision also included opportunities for staff to achieve National Vocational Qualifications, Apprenticeships and supporting developmental activities.

In addition to the provision of the general corporate training programme, during 2010/11 the Human Resources Division delivered the following corporate development activities:

- a) The Aspire management development programme, an innovative new development programme for middle managers who have the potential to become future leaders. The course provided insight into strengths, skills and abilities, enabling attendees to increase their capacity and prepare for future opportunities. This course is run jointly with Eastleigh Borough Council and is now in its second year. In addition to the individual development benefits, it has provided the organisation with a valuable resource of enthusiastic managers with high potential.

- b) Training for staff to raise awareness of diversity and equality issues and to ensure equality in the provision of quality customer service. These training events were delivered jointly with Eastleigh Borough Council to share best practice between attendees and increase availability of courses.
- c) We have expanded our participation in the IT Qualification (ITQ), a government accredited IT skills qualification programme leading to improved IT skills and achievement of a standardised level of IT proficiency. 90 staff from teams across the Council have now successfully achieved the qualification, with associated work-based projects.
- d) Use of on-line training provision has continued to increase, to include an updated on-line induction for new starters. This also been used as refresher training for existing staff on mandatory health and safety training, covering slips and trips hazards within the workplace.
- e) A training programme was developed and delivered across the Council to support the implementation of the Financials project.
- f) Joint provision with HLOWLA training managers' group is progressing in a number of areas to address needs which are common across the districts.
- g) Provision of health and safety training, including manual handling, risk assessment and dealing with violence to staff.
- h) Provision of training events to encourage staff to learn new skills they can put into action, e.g. participation in the national Learning at Work day.
- i) Provision of management and leadership development through a series of short courses and an accredited programmes including the Certificate in Management. This year a number of our managers carried out further development to increase their levels of achievement to Diploma level.
- j) Development of the e-learning portal to cover all aspects of learning and development within the Council, and create a 'one-stop shop' for all training provision for staff. This has been improved this year to provide staff with the facility to book places on courses on-line, saving time and improving efficiency.
- k) Customer service training to provide improved service to our customers and support the Council's achievement of the Customer Service Excellence Standard.

Team Training Activities 2010/11

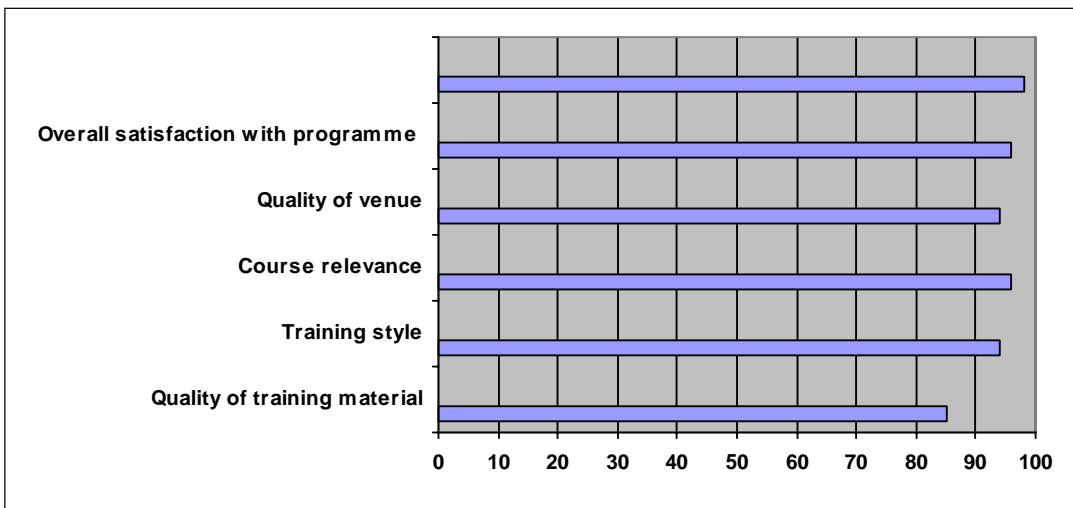
The team training budgets for 2010/11 were allocated to teams based on training and development requirements identified at appraisal. These include professional qualifications, meeting CPD requirements, job specific skills and team training requirements. These requirements were prioritised to ensure key elements were addressed. The team training budgets were then controlled and monitored by each Head of Team.

Table 2 shows the budget allocation for training and development for 2010/11 and the actual expenditure for the same period. This year there was a significant underspend in a number of teams, resulting in a total underspend of £85,272.

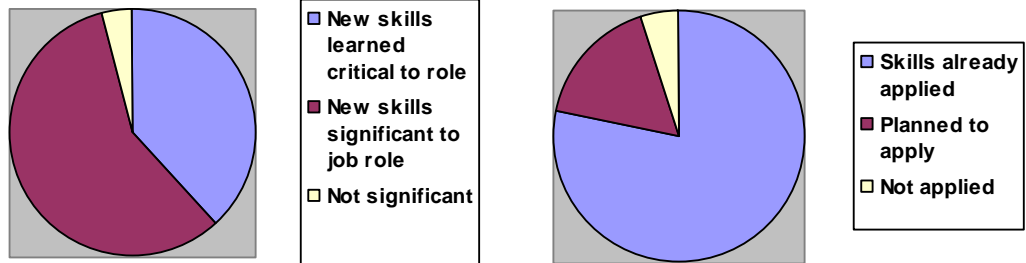
This represents a possible risk to the Council in that the training identified through appraisal may not have been carried out. This could include professional development, legally required training and development required to ensure good levels of service provision. There is also a potential risk to staff engagement and morale where training agreed at appraisal is then not carried out. It is noted that 2009/10 was a challenging year for budgets, which may have led to Heads of Teams to make these savings. However, in order to help ensure that staff are receiving the necessary training, it is proposed to review this and monitor more closely in 2011/12. It is proposed that the allocation of budgets be achieved by continuing to allocate budgets to teams and retain the payment of invoices and monitoring of spend centrally within the HR training team. This will help us ensure that the budget is spent as allocated wherever possible.

Table 1 - Learning and Development Metrics

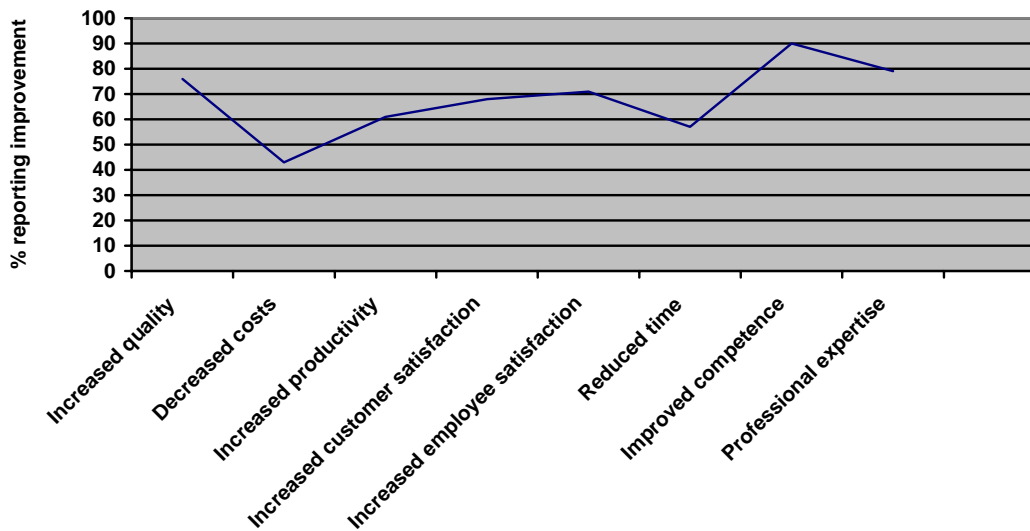
Learner satisfaction



Job impact



Business results



Return on Investment

- Positive return on investment in own career development 89%
- Positive return on investment for organisation 93%

Table 2 – Training Expenditure by Division 2010/11

Division	Budget	Actual	Variance
Access and Infrastructure	6350	712	5638
Building Control	7120	932	6188
CMT	0	96	-96
Communities	3515	3142	373
Customer Services	0	0	0
Democratic Services	5410	3489	1921
Environment	1920	4023	-2103
Environment Protection	3000	240	2760
Estates	2450	269	2181
Financial Services	5150	4935	215
Health Protection	6250	2697	3553
Human Resources	2500	129	2371
IM & T	6250	3440	2810
Landlord Services	59010	28518	30492
Landscape	3950	544	3406
Legal Services	5300	2731	2569
Museums	800	0	800
Planning	7350	3396	3954
Revenues	5030	1150	3880
Strategic Housing	4900	2495	2405
Strategic Planning	3500	457	3043
Corporate Training	63407	54495	8912
Total	203162	117890	85272