

PERSONNEL COMMITTEE

12 June 2006

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 2005/06 and projected training and development activities and budgetary information for 2006/07.

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 Resource Directorate for the financial year 2005/06 (sections 2 and 3). Sections 4 and 5 deal with the priorities and allocations for 2006/07.

2 Corporate Training Activities for the Year 2005/06.

2.1 The corporate training budget for 2005/06 was £88,940. This was composed of £5,000 allocated to IT training; £15,000 for management development; £15,000 support for directorate training needs; £44,940 funding training directly supporting corporate priorities and £9,000 allocated to core training activities.

2.2 From April 2005 until March 2006 the Human Resources Directorate has organised 60 training sessions, of which 19 sessions have been delivered in-house of which 5 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 directorate needs. Twelve 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; Health and Safety topics, and Induction. Corporate Training priorities were delivered covering topics including 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. A major achievement was the successful completion of the Certificate in Management qualification by ten employees, which was done in partnership with the Royal County hospital Winchester

2.3 Total training spend in the financial year April 2005 – March 2006, including corporate training and directorate training budgets, amounted to £249,830.

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 directorates is not included in the monitoring information as we do not have the information on directorate spend by grade, ethnicity or disability.

- 2.6 During 2005/06 the Human Resource Directorate delivered the following corporate developmental activities:
- a) Delivery of training to help managers manage absence in their directorates 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 (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 2005/06, 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 2006-07.
- 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 behaviors 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 2006 -07 to address these areas.

3 Achievement of Directorate Training Plans 2004/05

- 3.1 The Directorate budgets are controlled and monitored by each Director. In some cases, Directors increase their directorate 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 2005/6, and the actual expenditure for the same period. The additions to budget made by individual directorates are also shown to give a true reflection of training and development activity within directorates.

4. Corporate Training Activities for the Year 2006/07

- 4.1 Priorities for delivery by the Human Resource Directorate year are linked to the Corporate Strategy and Values of the Council and include for 2006/07:

Providing Better Services

Safeguarding our high quality environment for the future

- a. To provide training for staff to raise awareness of sustainability issues and to promote sustainable working practices.

Working Better

Making our working practices fit for the 21st Century

- b. Continued provision of the training programme to provide necessary skills and development for the Customer Service Centre.
- c. Customer care training for directorates 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 further training for staff to raise awareness of diversity issues and to ensure equality in the provision of quality customer service.
- f. 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.
- g. Encouraging continuous improvement in training and development, commensurate with the maintenance of the Council's Investors in People status.

Managing the Council effectively

- a. To provide facilitation skills training for key staff who are involved with stakeholder dialogue to aid partnership working.
- b. To provide Leadership development for Heads of Divisions.
- c. To provide an accredited management development programme concentrating on strengthening key management competencies, delivered in partnership with the Royal Hampshire Hospital.
- d. To provide an e-skills training programme for staff resulting in a recognised basic level of attainment leading to the achievement of the European Computer Driving Licence Qualification
- h. To develop and deliver an action plan from the feedback from Investors in People reaccreditation as the benchmark for best practice in people development
- i. To develop and implement the corporate training plan, including training events covering key competencies such as time management, appraisal skills, coaching skills etc
- j. To provide further training to support and develop a corporate approach to programme and project management and training on programme and project management principles.
- k. Continuing provision of Induction programme for all new staff.
- l. Provision of Health and Safety training, including manual handling, risk assessment and dealing with violence to staff.
- m. Support and management of vocational training, including National Vocation Qualifications in, Business Administration and Customer Service and the Certificate in Higher Education (Public Service).

- 4.2 The Corporate Training Plan for 2006 – 2007 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.

4.3 The Training Programme is available on the intranet or as hard copy from the Human Resource Directorate.

5. Allocated Budget for 2006/07

5.1 The total training budget is allocated between corporate training managed by the Human Resource Directorate and Directorate training managed by individual Directors. The allocation is:

(a)	Corporate Training	£93,200
(b)	Directorate Training	£132,590

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	£56,200
(b)	Management Development	£15,000
(b)	Core Skills	£9,000
(c)	Support for directorate training	£8,000
(d)	I T training	£5,000
	Total	£93,200

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

5.3 The £132,590 for directorate training is allocated between directorates on a 50/50 basis between pay bill and headcount.

5.4 Appendix IV shows the allocation to individual directorates for the directorate training budget allocation for 2006/07

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 Directorate.

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	59%	42%
Staff with disabilities	0%	0%
Staff from ethnic minorities	1.76%	2.4%

Figure 2. Attendees on training events by age

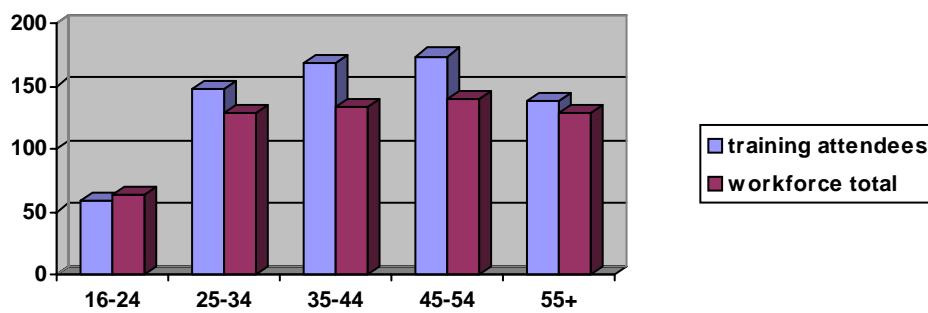
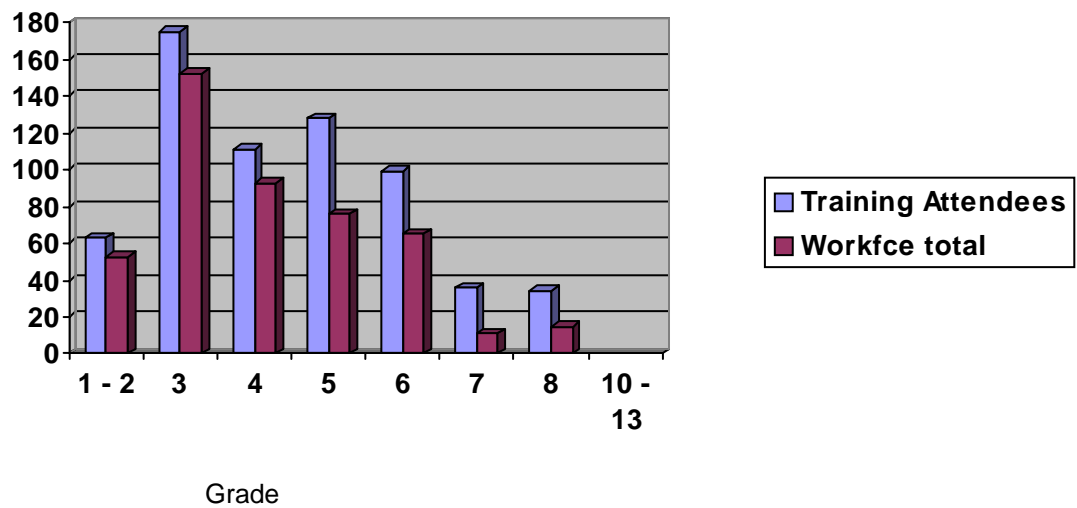


Figure 3: Attendees on training events by grade

Number of attendees



Training Expenditure by Directorate 2005 - 2006

Directorate	Training allocation	Directorate supplement	Total Budget	Actual Expenditure
Chief Executive	3200	360	3560	1788
City Secretary and Solicitor	8250	0	8250	9706
Environmental Health and Housing	36580	36740	73320	53491
Finance	23120	-200	22920	17276
Cultural Services	15550	1410	16960	17088
Human Resources	1750	0	1750	3777
<i>Development Services</i>				
Building Control	3390	0	3390	1375
Engineering	11490	0	11490	5612
Planning	14970	2750	17720	8753
Estates	1530	0	1530	288

Winchester City Council – Training Plan – 2006– 07

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 2006/ 2007. Each section is headed under the appropriate core activity area from the Human Resources Business Plan 2006/07 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, directorate 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 directorates 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 directorates	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 (phase 2). Staff skilled in required knowledge, processes and behavior. Related directorates offering good customer care.	Human Resources Business Plan	Phase 2 of Training programme for Customer Service Centre Other directorates will share this training.	Corporate Training Budget	June 2006 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
<p>Corporate Training</p> <p>Ensure skills available within the workforce to achieve corporate objectives</p>	<p>Human Resources Business Plan</p>	<p>Design and delivery of corporate training programme</p>	<p>Corporate Training Budget</p>	<p>July 2006 onwards</p>
<p>Leadership</p> <p>To develop leadership capacity within the organisation and ensure future skills requirements.</p>	<p>Human Resources Business Plan</p>	<p>Leadership development for Heads of Service</p>	<p>Corporate Training Budget</p>	<p>September 2006</p>
<p>E government</p> <p>Improved skills to enable enhanced provision of e-access to services, resulting in staff gaining the European Computer driving License qualification.</p>	<p>Human Resources Business Plan</p>	<p>Development and implementation of e skills training programme for all staff with basic level of attainment.</p>	<p>Corporate Training Budget</p>	<p>September 2006 onwards</p>

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>June 2006 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>Ongoing</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>September 2006</p>

Training Budget 2006-2007

Directorate	Total Training Budget2006/07
	£
Chief Executive	6,000
Human Resources	2,000
Environmental Health and Housing	41,070
Finance	28,720
City Secretary and Solicitor	8,650
Development Services	35,440
Cultural Services	10,720
Total	132,600