PERSONNEL COMMITTEE

17 July 2007

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 2006/07 and projected training and development activities and budgetary information for 2007/08.

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 Directorate for the financial year 2006/07 (sections 2 and 3). Sections 4 and 5 deal with the priorities and allocations for 2007/08.

2   Corporate Training Activities for the Year 2006/07.

2.1   The corporate training budget for 2006/07 was £242,188.83. This was composed of £5,000 allocated to IT training; £31,400.00 (£15,000 + £16,400 from previous year carried forward) for management development; £64,197.00 funding corporate priorities and £9,000 allocated to core training activities. Individual Directorates were allocated £132,591.83 for specific development needs covering professional qualifications and continuous professional development needs.

2.2   From April 2006 until March 2007 the Training section within Human Resources Directorate has organised 73 training sessions. There has been a corporate training programme of events as well as training specifically designed to meet individual directorate needs. There were 27 sessions delivered in-house of which 9 were health and safety and the remainder included the direct delivery of management development, interpersonal skills training, supporting core competencies and Induction. Nine sessions were delivered with the support of the local Adult Education College. These sessions were covering IT training on specific packages.

2.3   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 as well as supporting developmental activities.

2.4   A number of achievements were made during the year 2006-2007 including: The successful introduction of the Certificate in Management qualification by seven employees and three employees have progressed to the Diploma in Management Studies, which was done in partnership with the Royal County hospital Winchester, and Simply Health.

2.5   The utilisation of E-Learning has increased with over 104 courses accessed over the last year. The Intranet site has been made more attractive and user friendly along with improved access.

2.6   A Human Resources project bid for funding to the LGA has been gained to provide extra support for the Management Development programme run in conjunction with the Royal Hampshire County Hospital. Part of the project bid was also to provide IT training for Parish Clerks to assist with the roll out of the Public Access Project.

2.7   The HR Directorate is also part of the HIOWLA project Team which gained funding to develop a learning web portal in conjunction with a number of other Hampshire Authorities.

2.8   Total training spends in the financial year April 2006 – March 2007, including corporate training and directorate training budgets, amounted to £242,188.83. Overall attendance on corporate courses in the second half of the year has improved with 90% attendance.

2.9   The authority collects 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.

2.10   In considering equality of access to training opportunities, the annual CIPD survey of training has found that nationally, people in higher grade jobs are more likely to receive training than those in lower grade positions. 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.

2.11   During 2006/07 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. This was supported by awareness training sessions using the Selima HR package to all council managers.

        b) Maintaining and preparing for the Investors in People reaccredidation (March 2008) which is the benchmark for best practice in people development. A dedicated IIP site was created on the HR Intranet to provide advice and tools to capture the evidence required by the standard. Re inspection is due during March 2008.

        c) An updated training programme to provide necessary skills and development for the Customer Service Centre consisting of soft skills and qualifications leading to NVQs in Customer Service and Business Administration.

        d) 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) Commissioned a review of the performance appraisal process which has resulted in changes to the appraisal system which are currently being trialled and consulted on leading to a more effective approach for appraisals in 2008.

        f) Developing and implementing the corporate training plan in full, including training events covering time management, appraisal skills, coaching skills, negotiation skills, project management etc.

        g) Launch and delivery of team briefing training to help achieve more effective communication throughout the authority.

h) Continuing provision of corporate Induction programme improving the presentation and format for all new staff.

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) A Management Development Strategy was produced alongside an action plan to implement a range of interventions including Management Qualifications leading to Certificate in Management and Diploma in Management, a range of senior manager development courses covering managing change, strategic thinking, and facilitation and mastering budgets. In addition, executive one to one coaching has been piloted with three senior managers.

l) 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. To this end an innovative virtual Learning library has been created to provide a range of briefing material, articles, PowerPoint shows and training material to support both staff and managers in continuous development.
This will be launched during in the Autumn.

m) Encouraging continuous improvement in training and development, commensurate with the maintenance of the Council's Investors in People status.

n) A revision of the Training and Development Evaluation strategy that for 2006 to 2008 will map training to business objectives and meet the strategic requirements of the new IIP standard.

3   Evaluation

3.1   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.

3.2   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.

3.3   The questions cover the quality of the course content, delivery and administration. For the courses delivered during the financial year 2006/07, attendees rated 75% of the training events as excellent; 24% as good; 1% as OK; 0% as fair and 0% as poor. This information is used to evaluate and improve the courses provided.

3.4   The 'Action 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 Investors in People standards.

3.5   The Council was successful in achieving accreditation of the Investors in People standard in March 2005. The standards have been revised and there are three requirements 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 organisations objectives. The second is that the organisations 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 organisations and managing and developing its people.   The Training and Development Evaluation Strategy, Management Development Action plan and supporting IIP documents have been created to address these areas.

4   Achievement of Directorate Training Plans 2006/07

4.1   The Directorate budgets are controlled and monitored by each Director. In some cases, Directors have increased their directorate training allocation by virement or savings in other budgets, where they considered this to be a priority.

4.2   The Table 1 (Appendix II) shows the budget allocation for training and development for 2006/07, and the actual expenditure for the same period. The additions to budget made by individual directorates are also shown to give a truer reflection of training and development activity within directorates. Not all directorates spent there allocated training budget and that there should be future consideration for returning the allocation to the corporate centre for use in other priority areas.

5.   Corporate Training Activities for the Year 2007/08

5.1   Priorities for delivery by the Human Resource Division for this period are linked to the Corporate Strategy and Values of the Council and include for 2007/08:

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 divisions 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 Corporate Management Team and Heads of Service.

    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. This is will be undertaken when the new IT/Training rooms are completed and will meet the needs of the inspection regime for the council to become an accredited test centre.

    h. To develop and deliver an action plan from the feedback from Investors in People reaccredidation 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).

5.2   The Corporate Training Plan for 2007 – 2008 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 Resource Division.

5.3   The Learning web portal project know as the 'Learning Zone' will be developed further during this period to enable all the participating authorities to share courses, develop centres of excellence/specialisms and jointly purchase training from external providers at reduced rates.

5.4   The use of the HR system 'Selima' will be extended to include performance appraisals on line, fully utilising the on line booking system for the corporate training programme and closer monitoring and analysis of training activity and spend.

5.5   The HR Division will play a key role in Organisational Development throughout this period with specific links with the change teams and the overall co ordination of the change projects.

6.   Allocated Budget for 2007/08

6.1   The total training budget is allocated between corporate training managed by the Human Resource Division and Division training managed by individual Directors and Heads of Service. The allocation is:

        (a)   Corporate Training   £ 94,400
        (b)   Division Training   £136,210
        (c)   Total Training Budget 2007/2008   £230,600

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

        (a)   Corporate Priorities   £65,400
        (b)   Management Development   £15,000
        (b)   Core Skills   £9,000
        (d)   I T training   £5,000
               Total   £94,400

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

6.3   The £136,210 for division training is allocated between divisions on a 50/50 basis between pay bill and headcount.

6.4   Appendix IV shows the allocation to individual divisions for the division training budget allocation for 2007/08

OTHER CONSIDERATIONS:

7   CORPORATE STRATEGY (RELEVANCE TO)

        Training and development contributes directly to the 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.

8   RESOURCE IMPLICATIONS:

        This report provides details of resource allocations made.

BACKGROUND DOCUMENTS

Management Information held in the Human Resource Division.

APPENDICES:
Appendix I: Monitoring Information

Appendix II: Training Expenditure 06 -07

Appendix III: Corporate Training Plan 06 - 07

Appendix IV: Division Training Budgets 07 - 08

Appendix I – Monitoring Information

Figure 1. Attendees on training events broken down by gender, ethnicity and disability.

Current Employees	576	100%
Employees receiving one or more training events	501	87%
Description	% of attendees on training	% of workforce
Gender: Male	33%	38%
Gender: Female	67%	62%
Staff with disabilities	0%	1.4%
Staff from ethnic minorities		
White	74	91%
Mixed	0.8	0.2%
Asian/Asian British	0.4	0.3%
Black/Black British	1.0	0.7%
Chinese or other ethnic group	0.8	0.2%
Not given	23	8.0%

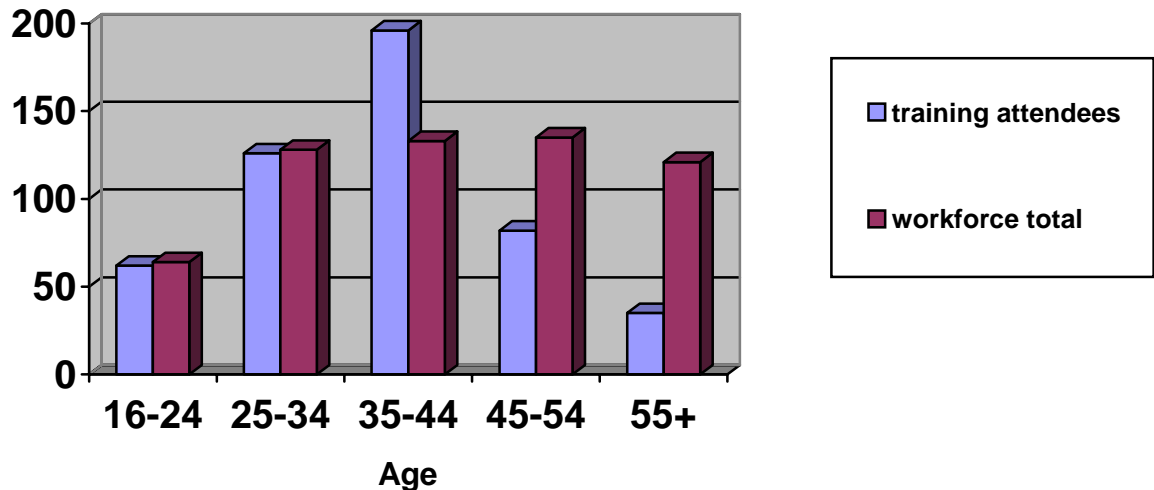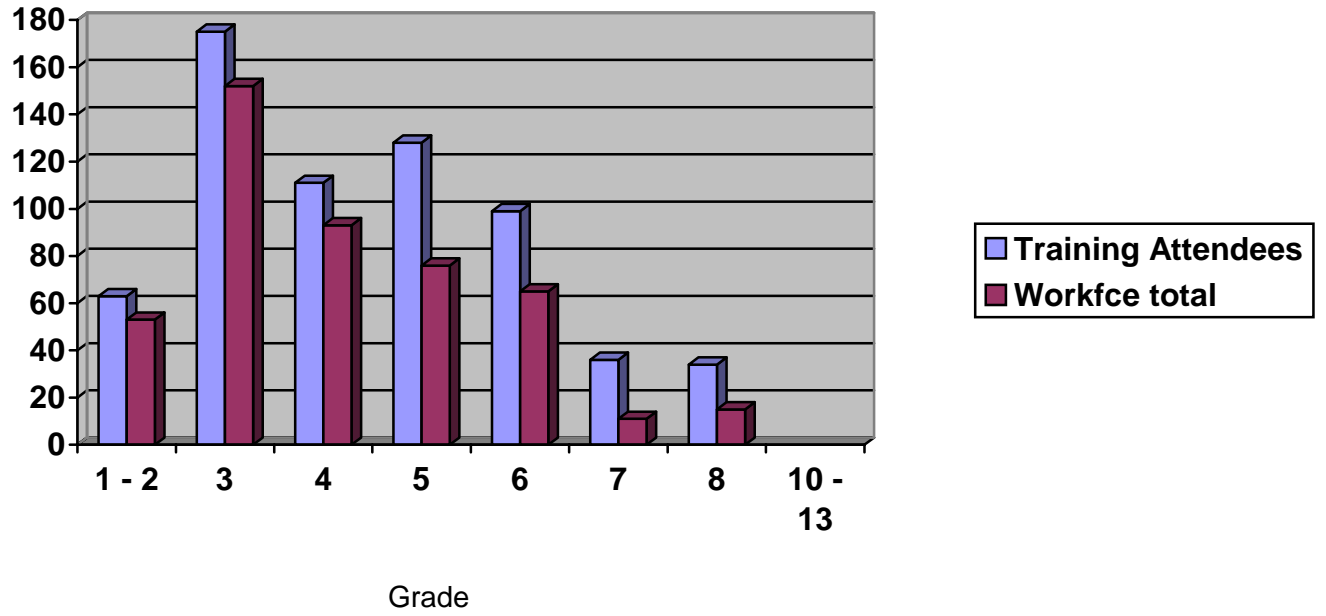**Figure 2. Attendees on training events by age**

Number

Figure 3: Attendees on training events by grade

Number of attendees

Grade

Appendix 2 – Directorate Financial Monitoring Information

Training Expenditure by Directorate 2006 - 2007

DEPARTMENT	£ allocated	Budget added to by Director virement	Total Directorate Training budget	Total Budget Spent	Budget Remaining
CHIEF EXECUTIVE	5997.57	60	6057.57	676	5381.57
HR	1999.41		1999.41	2018.94	-19.53
ENV HEALTH & HOUSE	41067.17	24140	65207.17	63194.5	2012.67
FINANCE	28723.31	240	28963.31	14260	14703.31
CSS	8654.56	430	9084.56	10986.7	-1902.14
CULTURAL SERVICES	10717.67	300	11017.67	7911	3106.67
CMMUNITY DEV	5248.53	3310	8558.53	5757	2801.53
DEV SVCS:	30183.59		30183.59	0	30183.59
BUILDING CONTROL	3716.31		3716.31	808	2908.31
ENGINEERING	11145.61	-150	10995.61	2530	8465.61
PLANNING	12848.84	17500	30348.84	11047	19301.84
ESTATES	2472.83		2472.83	338	2134.83
TOTAL	£132591.83	£45830	£208605.4	£119527.14	£89078.26

Appendix 3 – Corporate Training Plan 2007-2008

Winchester City Council – Training Plan 2007– 08

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 2007/ 2008. Each section is headed under the appropriate core activity area from the Human Resources Business Plan 2007/08 as follows:

- Resourcing
- Skills and Capacity Development
- Developing the Organisaton

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.

Appendix 3 – Corporate Training Plan 2007-2008

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 divisions on issues such as absence management, employment relations and legislation. To provide information and e-personnel systems (SELIMA) 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 awareness training to help managers manage absence in their directorates. Using SELIMA data to produce reports to pin point areas of concern.	Corporate Training Budget	Ongoing
Investors in People To have well trained staff with the resources they need.	Human Resources Business Plan	Intranet site and Action plan linked to training evaluation to meet the requirements of the new Investors in People standards	Corporate Training Budget	Ongoing Re inspection deadline March 2008.
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 covering communications, plain English and interpersonal skills.	Corporate Training Budget	On going.
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. Innovative use of drama to bring the subject to life for key employees.	Corporate Training Budget	Ongoing from May 2007 onwards.

Appendix 3 – Corporate Training Plan 2007-2008

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	June 2007 onwards
Leadership and Management Development To develop leadership capacity within the organisaton and ensure future skills requirements.	Human Resources Business Plan	Leadership and management development for Heads of Service, middle managers and first line supervisors.	Corporate Training Budget	Ongoing CMS from September 2007
E government Improved skills to enable enhanced provision of e-access to services, resulting in staff gaining the European Computer driving License qualification.	Human Resources Business Plan	Development and implementation of e skills training Programme for all staff with basic level of attainment.	Corporate Training Budget	Spetember 2007 onwards Subject to rooms meeting BCS inspection

Appendix 3 – Corporate Training Plan 2007-2008

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
Project Management To develop the organisation's capacity by adopting corporate protocol for project management.	Corporate Training Priority Human Resources Business Plan	Training for CMT, SMG and Performance Management Group to support corporate approach to project management.	Corporate Training Budget	June 2007 onwards
Sustainability Raise awareness of sustainability issues	Sustainability Strategy	Development and implement sustainability training and development plan	Corporate Training Budget	Ongoing
Communications Improved staff skills to deliver best practice in email use and associated time savings	Communication strategy Action Plan	Email best practice workshops	Corporate Training Budget	Ongoing

Appendix 4 Training Budget 2007-2008

Directorate	Total Training Budget 2007/08
CHIEF EXECUTIVE	5495
HR	2060
ENV HEALTH & HOUSE	41669
FINANCE	29232
CSS	9338
CULTURAL SERVICES	11580
COMMUNITY DEV	5709
DEV SVCS:	31128
BUILDING CONTROL	3650
ENGINEERING	10738
PLANNING	14284
ESTATES	2457
TOTAL	136210