

YORKSHIRE DALES NATIONAL PARK AUTHORITY
FINANCE AND RESOURCES COMMITTEE

7 AUGUST 2006

TRAINING AND DEVELOPMENT UPDATE

Purpose of Report

To provide information to Members on staff training and development activity during 2005/06 and outline the training plan for 2006/07.

Strategic Planning Framework

The information and recommendation contained within this report is consistent with the Authority's statutory purposes and its approved strategic planning framework:

- ***Best Value Performance Plan***

“Our Aim: The National Park Authority is a forward-thinking, focussed and influential organisation, which provides its staff, members and volunteers with the necessary skills, knowledge and experience to make the most effective use of its resources to: deliver clear aims and objectives; provide high standards of service; give the public a sound understanding of our work; meet public expectations; and continuously review and improve its performance”.

Background

The Authority conducted a Best Value review of its training and development activity during 2001/02 and as a result established a number of key indicators and targets. This information is reported on a regular basis to the Senior Management Team and is presented to Members as part of this annual report. The particular indicators and targets are as follows:

- To maintain an annual level of staff training and development that amounts to at least 1.5% of payroll costs and 4 days training per Full-Time Equivalent (FTE) member of staff.
- Seek to maintain “Investor in People” (IiP) status.
- That 90% of approved planned training should be carried out each year.
- That 95% of staff appraisals should be completed on time each year.

In addition to the targets and indicators described above, the Authority makes use of the **People Skills Scoreboard (PSS)**, again following a recommendation within the aforementioned Best Value review. This is an annual national survey, now in its seventh year of operation, and provides the established source of data on local authority training and development. In establishing monitoring mechanisms, the Authority adopted elements of the PSS so as to be able to benchmark its performance.

Information from the above indicators and the PSS is included within the following review (section 1) and projection (section 2) of training.

1. Training and Development Activity 2005/06

1.1 The Training Budget

The training budget for 2005/06 was set at £49k. Each year the budget is divided into 'top slice' and 'departmental' allocations. The 'top slice' funds all mandatory training, annual corporate seminars and conferences and corporate training initiatives. Departmental allocations are then made based on the department FTE status; departmental training plans are then developed, feeding directly from the annual appraisal process.

There was an overall underspend against the allocated training budget during 2005/06, but actual staff training costs (taking into account training delivered through other budgets) when compared with final staffing costs gives a figure of **1.5%** for the proportion of payroll costs spent on training, in line with the target. The figures reported in the PSS 2005 show a national average of 1.2% as the median gross expenditure as % of payroll.

1.2 Training Days

It is recognised that not all training activity is captured or fed into the Personnel section. However, personnel records show that 919 staff training days were supported throughout the year. Using the staff establishment figure as at 31 March 2006, this equates to **7.3 days per FTE**, a figure that exceeds the target of 4 days per FTE, but by a considerably smaller margin than in previous years (see below).

BV Target	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Actual
4 days	13	10	10	7

The PSS 2005 does not provide an exact comparison in this regard and measures on-the-job and off-the-job training separately, which is something the Authority may introduce in due course.

1.3 Training Activity

The table below shows the number of training days supported by the Authority according to each of the classifications measured by the PSS:

Classification	Number of Days
Professional Qualifications	43
National Vocational Qualification's	38
Management Development	37
Continuous Professional Development	51
Generic/Corporate	130
Health and Safety	53
IT	274
Other training	293

As can be seen from the above, a high proportion of training days were spent on improving IT skills. The Authority has maintained its commitment to the Implementing Electronic Government (IEG) agenda and has continued to support further programmes of the

European Computer Driving Licence (ECDL) qualification, and some 82% of the workforce has now completed the qualification. Following negotiations with Craven College courses will continue throughout 2006/07, from Wensleydale College of the Dales at Askrigg and from Grassington Rural Centre. In addition, a number of staff who are unable to attend these sessions have enrolled at their local community college.

IT training has also taken place on intranet software (Microsoft SharePoint), and on Microsoft Outlook 2003, which replaced Groupwise as the Authority's e-mail application. This high level of training follows the changes to the IT systems that were implemented over the period; such levels of training are expected to fall considerably in the present year.

Generic corporate training during the year included a full programme of Recruitment & Selection training, with all new managers attending the full two day course and twenty longer-serving managers completing a one day refresher course. Other corporate training courses included:

- Appraisee and Appraiser
- Presentation Skills
- National Park Staff Induction
- Staff Development Day
- Health & Safety

A number of staff have undertaken or are working towards an NVQ or other professional/vocational qualification as part of their career development. Such qualifications include:

- MSc in Resource Management with specialism in Arboriculture
- NVQ 3 in Landscapes & Ecosystems
- NVQ 2 & 3 in Tourism
- Association of Accounting Technicians
- Certificate in Management Studies (NVQ 4 equivalent)
- Four places on the Leeds Metropolitan University Management Development course were supported in 2005/2006.

1.4 Departmental Training Plans

Against the target that "90% of approved, planned training should be carried out each year", the results show a slight dip in an otherwise improving trend:

Target	2002/03 actual	2003/04 actual	2004/05 actual	2005/06 actual
90%	51%	61%	74%	70%

Members were alarmed at the actual figure in 2002/03 and asked that this target be re-considered. This was done during 2003 and whilst the target remained at 90%, the criteria under which it is measured were reviewed. The 2005/06 figure is still below target, and greater efforts will be made to liaise with department heads to ensure that funds are used effectively. Training Link Officers from each department will continue to liaise with the Personnel section to ensure that training records and activities are closely monitored.

2. Planned Training and Development Activity in 2006/07

Training and development needs for 2006/2007, across the staff body, have been identified from the performance management reviews (appraisals) completed at the end of April 2006. The Authority measures the **% of staff undergoing performance management review within target time** (the target time being the last working day of April each year) as one of its Best Value Performance Indicators. The results are shown in the table below.

Target	April 2003	April 2004	April 2005	April 2006
95%	59%	87%	86%	88%

The April 2006 figure shown above is as defined as those appraisals “that have been completed and written up and signed by all parties”. However, an important consideration is that staff have an appraisal within the timescale: a higher percentage of the 136 appraisal meetings than is suggested by the above result were undertaken within the target timescale, although the final paperwork had not been fully completed for 12% of these reviews.

The budget for 2006/07 has been set at £39k, of which £22k is to fund top slice activities. The **Appendix** sets out the top slice training plan and shows the departmental allocations.

The Senior Management Team agreed their departmental training plans in July 2006, from which it was identified that the following training events had multiple requests across the Authority and will therefore be arranged centrally:

- Dealing with Challenging People
- Time Management

The Authority is planning an extensive Management Development training programme, which has been given priority following the feedback received as a result of staff’s views expressed in the Climate Survey and as a result of the liP assessors report in 2005. £3,000 from the 2006/07 ‘top slice’ budget has been allocated to support ‘line manager development’ events. However, following negotiations, TYRO training, the commercial training division of Craven College, have confirmed that they will be able to provide a full bespoke programme of management training for the Authority as part of the Tourism Training Project, which offers the opportunity of 100% funded training. This funding will also be utilised to support any ‘line manager development’ training requirements identified in the departmental training plans. The Authority is exploring the possibility of utilising the Tourism Training Project to fund other training events, in particular to support staff who require National Vocational Qualifications as part of their bar criteria.

In line with the revisions that were made in 2003 the target “90% of approved planned training to be carried out each year” will be measured against the training plans as they stand at 31 December 2006.

A review of the training undertaken in 2006/07 will be provided to Members in the next annual update report.

Recommendation

Members are asked to note this report.

ANN WILLIAMS
SENIOR ADMINISTRATIVE OFFICER

20th July 2005

Staff Training Budget

**“Top Slice”
2006/2007**

Total Training Budget £39,000

Training Activity	Cost (£) (estimate)
National Park Staff Development Group (NSPDG) – Staff Induction course	1,500
NPSDG – Established staff	1,000
Northern National Parks Workshop	200
ANPA Workshop	200
Europarc Conference	450
NPSDG Workshops	1,350
Society of National Park Staff Conference	1,400
SNPS Study Visits	400
Health & Safety (Working Group to plan)	4,000
Essential Professional Training (Continuing Professional Development, CPD) Legal, Finance	2,500
Information Technology	1,000
European Computer Driving Licence (ECDL)	IEG Monies
Recruitment & Selection	1,200
Appraiser/Appraisee Training	600
Line Manager Development	3,000
Staff Development Days	1,200
Equality Standards	2,000
TOTAL TOP SLICE	22,000

Remaining budget: £17,000, allocated as follows:

Department	Budget Code	Training Budget (£)
Conservation & Policy	1974 K200 KAAAAA	2,228
	1974 K200 KBBBBB	
Park Management	1974 K200 KCCCCC	3,988
	1974 K200 KEEEEEE	
	1974 K200 KFFFFFFF	
External Affairs	1974 K200 KDDDDDD	4,217
Planning	1974 K200 KGGGGGG	2,696
	1974 K200 KHHHHHH	
Finance & Resources	1974 K200 KJJJJJJJ	2,345
Secretariat and SMT	1974 K200 KKKKKKK	1,526
TOTAL		17,000