

Committee: **FINANCE AND RESOURCES**

Date: **6 August 2007**

Report **TRAINING AND DEVELOPMENT UPDATE**

Purpose of Report

1. To provide information to Members on staff training and development activity during 2006/07 and to outline the training plan for 2007/08.

Strategic Planning Framework

2. 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

3. 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.
 - That 90% of approved planned training should be carried out each year.
 - That 95% of staff appraisals should be completed on time each year.
 - To seek to maintain "Investor in People" status.
4. In addition to the targets and indicators described above, the Authority makes use of the **Local Government Pay and Workforce Strategy Survey (LGPWSS)** (previously the People Skills Scoreboard), again following a recommendation within the aforementioned Best Value review. This is an annual national survey, now in its seventh year of operation, and is a recognised source of data on local authority

training and development. The Authority adopted elements of the LGPWSS so as to be able to benchmark its performance.

5. Information from the above indicators and the LGPWSS is included within the following review.

Training and Development in 2006/07

The Training Budget

6. The training budget for 2006/07 was set at £39k. Each year the budget is divided into 'top slice' and 'departmental' allocations. The 'top slice' funds all mandatory training and corporate training initiatives. Departmental allocations from the sum remaining are made based on the departmental head count; departmental training plans are then developed, based on the training needs identified within the annual appraisal process.
7. There was an overall underspend of approximately £1k against the allocated training budget during 2006/07; actual staff training costs (taking into account training delivered through other budgets) when compared with final staffing costs gives a figure of **1.9%** for the proportion of payroll costs spent on training, in line with the target. The figures reported in the LGPWSS 2006 show a national average of 1.4% as the median gross expenditure as percentage of payroll.
8. Towards the second half of the year, the Authority was given the opportunity to access 100% funding for some training events, through the Tourism Training Project (European Social Funding). This arrangement is being facilitated by TYRO Training, the commercial training division of Craven College. In addition to a Management Development Programme, this resource is being used to enable a number of staff to attain National Vocational Qualifications (NVQ) and attend Health and Safety courses in 2007. The funding is available for courses that commence prior to December 2007 and opportunities are being sought to use this for suitable training activities as identified in the 2007/2008 departmental training plans. Training supported by this funding (to date) would have cost in excess of £15,000.

Training Days

9. Whilst not all training activity is captured or fed into the Personnel section (because this can include events such as attending a conference, and line managers may not recognise the training element of such), Personnel records show that 1113 staff training days were supported throughout the year. Using the staff establishment figure as at 31 March 2007, this equates to **9.1 days per FTE**.

BV Target	2003/04 Actual	2004/05 Actual	2005/06 Actual	2006/07 Actual
4 days	10	10	7	9

The LGPWSS 2006 does not provide an exact comparison in this regard but measures on-the-job and off-the-job training separately.

Training Activity

10. Against the target that “90% of approved, planned training should be carried out each year”, the results below show that there is a gradual improvement in performance.

Target	2003/04 actual	2004/05 actual	2005/06 actual	2006/07 actual
90%	61%	74%	70%	83%

11. The 2006/07 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.
12. The table below shows the number of training days supported by the Authority according to each of the classifications measured by the LGPWSS:

Classification	No. of Days	Spend
Professional Qualifications	17	£3,044
National Vocational Qualification	None reported in 06/07	None reported in 06/07
Management Development	50.5	£89
Continuous Professional Development	88.5	£3,715
Generic/Corporate	372	£7,174
Health and Safety	221	£7,178
IT	190.5	£5,576
Other training	173.5	£11,217

13. As can be seen from the above, a high proportion of training days were spent on generic/corporate training. This included the staff development days attended by 118 members of staff, presentation skills for those staff who regularly present reports to Committee, and appraisal training for all new recruits (nine of whom also attended National Park Staff Induction courses in either Snowdonia or the Peak District).
14. The number of days spent on undertaking Health & Safety activities was also high, because the Authority supported statutory Fire Safety training for all staff. Further details on Health and Safety training activities are reported in the Health & Safety Report. The number of days spent improving IT skills was also significant, mainly due to the continuation of the European Computer Driving Licence (ECDL) programme but also as the Authority-supported website training for a number of staff with editorial duties on the Authority’s own site.
15. The Authority has continued to support further programmes of the ECDL qualification, and some 85% of the workforce has now completed the qualification.
16. Two members of staff commenced working towards professional/vocational qualifications, namely:

- Masters/Diploma in Leadership and Management
- AAT NVQ/SVQ Level 4 in Accounting

17. Particular reference should be made to the Authority's ongoing Management Development programme, which was made a priority for this year following feedback from staff in the 2006 Staff Climate Survey and from the liP assessors report in 2005. In March 2007, 13 line managers started studying for an Institute of Line Management Certificate in First Line Management, which is a Level 3 qualification. In addition, the programme is also providing a number of specific management skills workshops which underpin the objectives of the Authority's core values and management behaviours framework.
18. At the time of writing, this first phase of the management development programme is approximately two thirds of the way through, with 9 workshops having taken place and 5 remaining.

Planned Training and Development for 2007/08

19. Training and development needs for 2007/2008, across the staff body, have been identified from the performance management reviews (appraisals) completed at the end of April 2007. 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 2004	April 2005	April 2006	April 2007
95%	87%	86%	88%	96%

20. The April 2007 figure shown above is defined as those appraisals "that have been completed and written up and signed by all parties". However, an important consideration is that staff do have an appraisal within the timescale: a higher percentage of 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 these reviews.
21. The training budget for 2007/08 has been set at £38k, of which £22k will be used fund top slice activities. The table in the **Appendix sets** out the top slice training plan and shows the departmental allocations.
22. The Senior Management Team agreed their departmental training plans in June 2007, 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
 - Project Management
 - Report Writing
 - Presentation Skills
 - SharePoint (Intranet)
 - Presentation Equipment Set-up
 - Introduction to the YDNPA Appraisal (for new starters)

- Equal Opportunities

Investors in People Status

23. The Authority gained the Investors in People (IiP) status in January 2001 and underwent successful re-assessment in July 2002 and again in February 2005. A new standard was introduced prior to the 2005 review; however, a cross over period allowed the Authority to be assessed against the old standard. The next reassessment will be against the new and rather more challenging standard for the first time.
24. The Authority is required to undertake reassessment no later than 3 years from the last date of review i.e. February 2008. The original BVPP target was to achieve successful reassessment by March 2007; however, on 11 October 2006 SMT agreed that the review should be delayed until later in the year. The IiP review has been booked for 1 and 2 November 2007.

RECOMMENDATION

25. Members are asked to note this report.

Ann Williams
Senior Administrative Officer

16 July 2007
Background Documents: None

Staff Training Budget**“Top Slice”****2007/2008****Total Training Budget £38,000**

Training Activity	Estimated Cost (£)
National Park Staff Development Group (NSPDG) – Staff Induction course	1,500
NSPDG – Established staff	500
Investors in People	300
NSPDG Workshops	200
Society of National Park Staff Conference SNPS Study Visits	1,600
Health & Safety (Working Group to plan)	4,000
Essential Professional Training (Continuing Professional Development, CPD) Legal, Finance	3,000
Information Technology	2,500
European Computer Driving Licence (ECDL)	2,250
Appraisal Training	650
Line Manager Development	2,000
Staff Development Days	1,500
Equal Opportunities	2,000
TOTAL TOP SLICE	22,000

Remaining budget: £16,000, allocated as follows:

Department	Training Budget (£)
Conservation & Policy	2,285
Park Management	3,700
External Affairs	4,027
Planning	2,506
Finance & Resources	2,067
Secretariat and SMT	1,415
TOTAL	16,000