

Appendix 2 - Workforce Development Review Update

Workforce Development is one of eight areas under review as part of the Council's wider Support Services Review, with savings contributions to make over the next 2 years. This briefing note gives an update on progress.

Purpose of the review

'To Identify workforce development capacity currently embedded in different service areas, with a view to integrating and having a single professional lead. It is anticipated that this work will create a more flexible pool of workforce development professionals and supporting administrative arrangements which can be deployed more flexibly across the council'

What things come into play?

- ❖ Senior management arrangements
- ❖ Roles of all Staff in Organisation Development (OD), Workforce Development (WFD) and Training roles/ teams
- ❖ Value for money and impact of all external spend on training and development
- ❖ Models for delivery of OD, WFD and training, including what we commission, deliver in house, and income generate
- ❖ Staffing costs and Non-staffing costs
- ❖ Clarifying funding streams that support OD, WFD and Training – and associated statutory responsibilities
- ❖ Agreeing a set of shared high level LCC priorities
- ❖ Identifying quick wins with a purge on activity that adds little/low value
- ❖ Compiling a list of potential efficiencies, income generation & smarter working ideas

What's been agreed so far?

- ❖ OD and WFD are split between two different professional leads. The lead for OD is Chief Officer HR, and the lead for Workforce Development is via the Head of Workforce Development in Adults/Childrens Services (see page 2 to see a split of responsibilities)
- ❖ For 2017/18, The Head of Workforce Development will create a single, council wide delivery and spending plan. We will pool all council training budgets. Whilst doing this we protect all statutory and mandatory requirements, and focus on needs and outcomes, through conversations with all directorates
- ❖ The Head of Workforce Development and the ICT function will jointly develop a skills strategy which covers IT/Digital.
- ❖ The Head of Workforce Development will commence a comprehensive review of all WFD activity – externally commissioned, internally delivered, traded.
- ❖ OD activity is being reviewed as part of the wider HR service review
- ❖ Proposals were first shared with Trade Unions in December 2016

Savings contribution

- ❖ Savings targets are set out for a 2 year period. Year 1 savings will be met by a combination of 10% reduction in council wide training budgets and via staffing savings through ELI
- ❖ Year 2 savings: Compulsory redundancy risk to be minimised by further ELI, efficiency and income savings

Organisation Development <i>Council wide, city wide and in partnership</i>
Culture change, values and behaviours – ‘Doing our Best’
Organisation Design and Shape
People and Culture strategy
Leadership and Management – expectations, offer, cross organisation partnerships – whole council and city wide approach.
Senior Leadership performance and development (Leadership conference, CLT/BCLT appraisals and development, BCLT and Echo, BTP, masterclasses)
Manager Challenge initiative
Performance and appraisals
People policies and processes – and people management practice
Staff voice, engagement and involvement
Staff Networks
High performing teams
Transformation and change projects
Recognition and appreciation approaches
Inclusion and Diversity – becoming inclusive and representative
Communication and engagement – key organisation messaging
Being an efficient and enterprising organisation – BCP priority, How We work
Coaching and mentoring
Capturing and sharing best practice
Integration and partnership to support workforce improvement
Digital divide
External awards, kite marks and recognition
Cornerstone contract – performance and learning system
Resilience
Innovation and front line empowerment
Collaboration
Best use of talent – assessment and development centres
<i>Council wide OD budget and staffing</i>

Workforce Development and Learning <i>Council wide, city wide and in partnership</i>
Identifying Future skills needs and requirements
Council wide training plan, with spending plan
Meeting statutory and mandatory training needs
Career development pathways – supporting flexible, multi skilled career family approach
Reporting and recording of workforce skill levels and training
Induction
Choosing the best delivery models for WFD – commissioning, internal delivery, trade
Managing external funding streams and requirements (e.g. S4C, HRA, PIP)
Workforce skills and capacity
Basic Skills (literacy, numeracy, IT)
Union Learn and the links to the Trade Union offer
Continuing Professional Development
Qualification routes
Balancing Cross council needs against sector specific programmes
Evaluating and reporting impact and practice improvement
Managing external inspection requirements (CQC, Ofsted)
QA contract and other main training contracts
E learning strategy and the Learning Pool contract
Skill shortages and gaps – flexible approaches to addressing
New entry and support to newly qualified and students
Relationship manager – BSC and Training Admin
Grow our own programmes and Step Up
Managing your own career
Agile, flexible workforce
National standards
Apprenticeships
<i>Council wide training budget and staffing</i>