
Report of the Director of Resources & Housing

Report to the Scrutiny Board (Strategy & Resources)

Date: 22nd March 2018

Subject: Council wide review of Workforce Development and Training

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

1 Summary of main issues

- 1.1. This report provides a summary of performance information relating to Workforce Development and Training.
- 1.2. A review of Workforce Development and Training has been initiated as part of the council's Support Service Review programme. It is part of our drive to work smarter, deliver better outcomes and save money.

2 Recommendations

- 2.1. Members are recommended to note the update. Comments are welcomed.

1. Purpose of this report

- 1.1. The council is currently undertaking a review of Workforce Development and Training. This report sets out the scope of the review for Scrutiny Board, with a view to bringing back further updates during the year as the work progresses. Links to existing work around Apprenticeships and the relaunch of our Learning Agreement with Trade Unions are also made.

2. Background information

- 2.1. Scrutiny Board previously received a report on Apprenticeships in October 2017, outlining the significant opportunities for using Levy funding to provide structured training for our staff.
- 2.2. A Learning Agreement between the council and Trade Unions has been in place since 2011, and this has been refreshed and relaunched in 2018.
- 2.3. The council has had a preferred learning provider since 2010. The company is called QA Ltd. They currently provide around 10-15% (by cost) of the council's training each year.

3. Main issues

3.1. Workforce Development and Training Review

- 3.1.1. Each year the council makes a significant investment in staff training and development. In 2017/18, training budgets totalled £1.5M. The vast majority of this money is held and managed at directorate and service level, as is the responsibility for planning, organising and delivering any training itself. Some of the funding is used to fund training for people outside the council, especially in the city wide Adults and Children's social care workforces (independent and third sector).
- 3.1.2. The Support Service Review aims to explore current practice and determine ways to improve outcomes, value for money and gain better access for all staff.
- 3.1.3. The first stage of the review is to capture the current, council wide position. We are looking at who needs what, who gets what, and how well things are currently working. We are keen to check whether everyone has fair and full access to learning, and identify any barriers.
- 3.1.4. In this initial stage, we will check to see whether we are meeting our statutory, mandatory and essential training requirements in the best way, including refresher training and certification.
- 3.1.5. We will look at the range of delivery models at play, and the balance between externally and internally commissioned deliveries.
- 3.1.6. We will perform a value for money analysis, looking at where our training money goes, and how the different funding approaches work. A review of external procurement and contracts will be part of this work.
- 3.1.7. As part of our consultation, we will work hard to understand the experience of staff in different roles – front line, low pay, multiple jobs, across different professions, those without regular IT access.
- 3.1.8. Throughout all our work, we will focus on impact, and the difference our investment is making. The key aim of the review is to build a clear picture of workforce and organisational skill needs, and make sure we meet them in the best and most efficient way.

3.2. Apprenticeships

- 3.2.1. Recent reports to Scrutiny Board have outlined the training opportunities linked to the Apprenticeship Levy, and these will be fed into our wider training review.
- 3.2.2. Changes to Apprenticeships mean we can now offer development opportunities to existing and part time staff, and we will be looking to maximise and mainstream these as part of our wider offer to staff.
- 3.2.3. As our Apprenticeship offer develops, we will work hard to support priority groups to access opportunities and give the best support to people to pass their apprenticeships and develop further careers
- 3.2.4. Workforce planning will help us to focus our Apprenticeships and training on the roles and skills we need for the future, as well as addressing any current skills issues and gaps.
- 3.2.5. Proposals for a range of Management Apprenticeships are being developed – from front line team leaders and supervisors (Level 3) through to higher level senior management (Level 6)
- 3.2.6. 6500 people attended the recent Leeds Apprenticeship Fair at the Arena. The Council was present, promoting itself as one of over 100 different employers. Demand for apprenticeships is there, and interest in the council was very high, which reflects our efforts to market ourselves as an employer of choice.

3.3. Learning Agreement and Union Learn

- 3.3.1. A Learning Agreement and partnership between the council and trade unions has been in place since 2011, which has allowed us to work together and establish Union Learn Representatives (ULRs), who are given facilities times to support staff to access learning and development – especially in front line services.
- 3.3.2. The partnership has been productive and positive, but all parties felt that the agreement was due an update to reflect the progress we have made, and the current challenges and context we now work in.
- 3.3.3. A new 'statement of intent' was agreed in February 2018 between senior politicians, senior officers and trade union colleagues, with renewed and extra focus in the following areas:
 - Encouraging more staff to consider and take up apprenticeships
 - Improving access to learning for all staff at work (focus on front line, part time, basic skills)
 - Offering wider opportunities that support people in and beyond work – e.g. low pay support, wellbeing, staff benefits and discounts

4. Corporate Considerations

4.1. Consultation and Engagement

- 4.1.1. Consultation has already taken place with front line staff and teams across the council as part of initial information gathering. Conversations with workforce development teams across the council are also taking place, as they have an important role in terms of commissioning, planning and delivering at local level.
- 4.1.2. The Best Council Design Team (Senior Manager Representatives from each Directorate) has been engaged in the review.

- 4.1.3. All relevant stakeholders continue to be consulted on the implementation of the Apprenticeship Levy, including senior leaders, elected members and trade unions.

4.2. Equality and Diversity / Cohesion and Integration

- 4.2.1. Equality Impact Assessments have been carried out in respect of all Apprenticeship training providers, and all necessary equality and cohesion issues have been appropriately considered.
- 4.2.2. An important part of our review work is to ensure that there is fair and full access to training and support for all staff, particularly in front line, part time, low paid roles, and for underrepresented groups to aid personal development and career progression.
- 4.2.3. A review of Inclusion and Diversity training is already in motion, as reported to Executive Board early 2018, with a view to relaunching a new offer soon...

4.3. Council Policies and City Priorities

- 4.3.1. The proposals set out in this report contribute to the Best Council Plan 2017-18 priorities around supporting communities and raising aspirations, providing skills programmes and access to employment opportunities.
- 4.3.2. There are strong business benefits to be gained from having a high performing, inclusive workforce, not just in terms of unlocking and maximising our own talent, but also through increased customer trust and confidence and improved service delivery and outcomes

4.4. Resources and value for money

- 4.4.1. Assessing the impact and return on the council's £1.5M investment in staff training is a key aim of the review. Areas of smarter working and greater efficiency are expected.
- 4.4.2. Potential savings and gains are possible using a more co-ordinated 'bulk buying' approach for external training across the council.
- 4.4.3. The apprenticeship levy is valued at £1.7M per year to the council.
- 4.4.4. Consideration of resource and capacity issues (particularly in front line teams) will need to be given, as we explore ways to provide more and better access to learning for all staff.

4.5. Legal Implications, Access to Information and Call In

- 4.5.1. The procurement of training provision for QA Ltd (our preferred learning provider) and Apprenticeship Training Providers is carried out in accordance with the Councils Contract Procedure Rules and Financial Procedure Rules.

4.6. Risk Management

- 4.6.1. Well-developed quality assurance mechanisms are in place to monitor the delivery of services from QA Ltd and Apprenticeship Training Providers. Arrangements for monitoring the impact and value of all other training takes place at service level.
- 4.6.2. Stronger reporting and monitoring of training is required at council level, and improvements in this area will be driven by the review.

5. Conclusions

- 5.1. This report sets out the scope and plans for a council wide review of Workforce Development and Training, which is part of our Support Services drive to work smarter, deliver better outcomes and save money.
- 5.2. The council remains committed to providing high quality learning and career development opportunities for all staff – and the review will help us to focus our efforts.
- 5.3. The review will allow the council to check that the current and future skills needs are being met in the best way.

6. Recommendations

- 6.1. It is recommended that the Resources and Housing Scrutiny Board note this update, and receive further updates as the Workforce Development and Training review progresses. Comments are welcomed.