

**REPORT TO: POLICY AND RESOURCES COMMITTEE – 14 JANUARY 2013**

**REPORT ON: REVIEW OF STAFF TRAINING FUNCTION**

**REPORT BY: DIRECTOR OF CORPORATE SERVICES**

**REPORT NO: 24-2013**

## **1. PURPOSE OF REPORT**

This report proposes a new operating model for the staff training function – to be known as the Learning and Workforce Development Service. At the heart of the model is the desire to strengthen the corporate team, increase our use of e-learning, minimise duplication of effort and better support our key corporate learning and development needs. It also addresses the support arrangements required to develop a Modern Apprenticeship Scheme.

## **2. RECOMMENDATIONS**

The report recommends implementation of the Operating Model set out in Appendix 1. The specific recommendations are that:

1. The Social Work Department's Learning and Workforce Development Manager is allocated additional responsibilities for the management of the corporate training function (including IT) and the development of a Modern Apprenticeship Scheme. Accordingly she will have two reporting lines, one departmental and operational as at present to the Head of Strategy, Performance & Support Services (Social Work) and the other corporate and functional reporting to the Head of HR.
2. Clear boundaries are set in terms of responsibilities for corporate and departmental training. The corporate team will be responsible for all generic learning and workforce development, whilst departments will be responsible for service specific and professional development only.
3. The corporate team is strengthened by:
  - the regrading of one Training and Development Officer post to Senior Learning and Workforce Development Officer (Grade 11) in line with the Senior Officers in the Social Work Learning and Workforce Development Service
  - the filling of the current vacant Training and Development Officer post with either 2 part time or 1 FTE
  - the establishment of a post at Grade 9 (£26,604 - £29,518) to develop and support a Modern Apprenticeship Scheme – this could be achieved by either transferring 5% of each department's current training budget to cover the staffing cost, or by transferring a current member of staff into the post and thereby no additional staffing costs would be incurred
  - the establishment of a post of Training Assistant (to be graded) whose main task will be the building of e-learning materials using the 'bild' software – this too could be achieved by transferring a current member of staff into this post

- the deletion of one Training and Development Officer post
4. A corporate budget is allocated for generic learning and workforce development. For the first year i.e. 2013/14 this could be met by transferring 5% of each department's allocated training budget, whilst from 2014 onwards it should be based on a corporate Learning and Workforce Development Plan.
  5. The budget for the Leadership programme (£20k) is transferred from the Chief Executive's Department to the Corporate Services Department in 2013/14, to be managed by the Head of HR.
  6. The corporate training function assumes the title of corporate Learning and Workforce Development.

### 3. **FINANCIAL IMPLICATIONS**

It is proposed that the new operating model is funded from within existing resources i.e. by transferring 10% of each department's staff training budget - 5% to fund a new post to develop a Modern Apprenticeship Scheme and a further 5% to cover generic learning and workforce development. This amounts to £114k.

### 4. **BACKGROUND**

Over recent years the Council's training function has changed considerably. There has been a blurring of responsibilities between the corporate team and the departmental trainers and a move away from the traditional supply-based model with a menu of generic courses, to a more demand-based model. This has resulted in duplication of effort and inefficiencies.

Also, as a major employer in the City, it is important to recognise the need to create training and employment opportunities for young people which will both assist in addressing the challenge of youth unemployment and act as a preventative measure to prevent cohorts of young people becoming disengaged with the labour market. The development of a Modern Apprenticeship Scheme is the subject of a separate report but it is prudent to establish within this new operating model the responsibility for the development and support of the scheme.

### 5. **OUR SPECIFIC BUSINESS NEEDS**

Key priority areas for the Council which have corporate implications for learning and workforce development are:

- Workforce planning
- Customer services
- e-learning
- Communication
- Staff involvement and empowerment
- Changing for the Future - continuous improvement and the STEP programme
- Leadership and change
- Shared services with other local authorities and organisations

A key challenge we face is the fact that we have an ageing workforce, however there are opportunities which we can and must take, such as:

- greater use of e-learning materials and other new technologies which allow training to be delivered at a fraction of the cost and to decentralised employees
- corporate procurement of external training, rather than single departmental purchasing arrangements in order to negotiate reduced costs
- development of a Modern Apprenticeship Scheme.

## 6 CURRENT OPERATING MODEL

The current operating model for the training function was designed to devolve the more technical and service specific learning and workforce development activities to departments and to reserve the more corporate generic training, e.g. recruitment and selection, managing sickness absence, handling disciplinary matters to be co-ordinated and delivered from the corporate team. However, the boundaries of responsibilities between the corporate team and the departmental trainers have been blurred over the years, the result being duplication of effort and inefficiency.

Within the central HR division there are currently 2 corporate Training Officers. Their training priorities include:

- the provision of advice and guidance to departments on SVQs and other learning and workforce development solutions
- the provision of a range of face to face training in subject areas such as recruitment and selection, managing sickness absence, handling disciplinary matters and conflict resolution
- the development and roll out of a Management Development Programme through the Institute of Leadership and Management
- the development of the Council's E-Learning Strategy and e-learning site.

Certain departments also employ their own in-house training officers (see Appendix 2 for details).

The Environment Department currently manages a traditional craft apprenticeship scheme for around 50 apprentices at any given time.

The Social Work Department has a well established Health and Social Care Academy operating in partnership with NHS Tayside, Gowrie Care and Dundee College. This was originally set up to address workforce development challenges and to allow students to gain experience through a mixture of academic study and work placement experience. Initially the model was set up with a full time project manager to build an infrastructure to support the programme but now it is managed by a Learning and Workforce Development Officer as only one element of their responsibilities.

## 7 PROPOSED NEW OPERATING MODEL

The operating model being proposed here is shown at Appendix 1.

- It is proposed that the Social Work Department's Learning and Workforce Development Manager is allocated additional responsibilities for the

management of the corporate training function and the development of a Modern Apprenticeship Scheme.

She will have two reporting lines, one corporate and functional, the other departmental and operational. The departmental/operational relationship will be the stronger of the two and will continue to be the provider of day to day management. The corporate/functional reporting line will be to the Head of HR.

The Social Work Department has the largest learning and workforce development team in the Council and has been a key player in the development of our leadership development programme and the collaborative training agenda. The central team would benefit from being part of this larger service. It would provide a strengthening of the corporate training function and allow opportunities to better support the key 'corporate' priority areas identified above. This new model would also allow for the most cost effective use of the skills mix across the total learning and workforce development staff complement.

- The redesigned function will be co-located at Dudhope Castle where there are suitable facilities including an e-learning lab.
- Also proposed is agreement to:
  - the regrading of one Training and Development Officer post to Senior Learning and Workforce Development Officer (Grade 11) in line with the Senior Officers in the Social Work Learning and Workforce Development Service
  - the filling of the current vacant Training and Development Officer post with either 2 part time or 1 FTE
  - the establishment of a post at Grade 9 (salary scale) to develop and support a Modern Apprenticeship Scheme – this could be achieved by either transferring 5% of each department's current training budget to cover the staffing cost or by transferring a current member of staff into the post and thereby no additional staffing costs would be incurred
  - the establishment of a post of Training Assistant whose main task will be the building of e-learning materials using the 'bild' software – this too could be achieved by transferring a current member of staff into this post
  - the deletion of one Training and Development Officer post

The establishment of a post to develop and support a Modern Apprenticeship Scheme is based on the experience of the Social Work Department in setting up their Health and Social Care Academy.

The creation of a post of Training Assistant in the central team is proposed as it is expected that the demand for the development of e-learning materials will expand exponentially. The main duty of this postholder will be the actual build of e-learning materials using the 'bild' software. This will allow departmental staff to focus on the content of the e-learning modules, whilst the Training Assistant will concentrate on the actual creation of the module using 'bild' technical expertise. Departmental staff are currently required to do both. A Training Assistant using the software on a daily basis would soon become an expert in its use.

With regard to IT training, there is currently one part-time (0.5FTE) IT Trainer, based in IT. This post has been approved for VER. Social Work currently dedicates time from a Learning and Workforce Development post (currently subject to job evaluation) to a number of knowledge management processes, including IT Training, e-learning development, the development of digital stories and support to SVQ processes. It is anticipated, within the new model, that this post will be able to contribute to corporate IT training and development requirements.

- The proposed model also involves setting clearer boundaries in terms of areas of responsibilities for both the corporate and departmental trainers:
  - The corporate team will be responsible for all corporate generic learning and workforce development in support of our key corporate priority areas and for corporate training needs arising out of the Changing for the Future Programme. Under the direction of the Learning and Workforce Development Manager their role will be to drive forward the Council-wide learning and workforce development strategy. They will be responsible for reviewing departmental learning and workforce development plans to ensure that the learning solutions are 'fit for purpose' and applied fairly and consistently across the Council. They will also be responsible for identifying corporate generic training needs in relation to our key priority areas and for determining the best training methodology. They will be required to work closely with the corporate Workforce Planning Group, the Corporate Improvement Team and the Performance and Improvement Team to predict other key issues likely to impact on staff learning and development needs and to address same. Their role will in effect become more strategic than at present, assisting the leadership within the Council to identify and address corporate workforce development needs. The team will where appropriate deliver internal training and will actively promote other learning options such as coaching, mentoring, job shadowing etc.
  - Departments will retain autonomy for departmental/service specific, on-the-job and continuing professional development of staff. In order to provide efficient and effective Council services we must ensure that every member of staff is appropriately trained for the specific role they carry out therefore it is right that the focus on job compliance training and professional development remains within departments and that this is determined through the Employee Professional Development Review (EPDR) process. Efficiencies will be gained by departments ceasing to arrange or provide any generic training, this becoming the sole responsibility of the corporate team. The commissioning or delivery of generic training by the corporate team only will allow economies of scale to be achieved. No corporate generic training should therefore be arranged by any departments, unless approved by the Learning and Workforce Development Manager.
- To strengthen our corporate governance arrangements it is also proposed that we develop a single corporate Learning and Workforce Development Strategy for the Council and the publication of an annual Council Learning and Workforce Development Plan. The strategy will set out our new corporate approach to learning and workforce development, whilst the plan will set out our specific learning and workforce development intentions.. The Head of HR will be responsible for incorporating the departmental plans into an annual Council Learning and Workforce Development Plan

- A separate corporate budget will be required for generic training. For 2013/14 it is recommended that each department transfers 5% of its current training budget into a centralised budget. From 2014 onwards the size of the budgets (centralised and departmental) should be determined and aligned with Council and departmental strategic priorities and planned activities

**8 POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no issues in this regard to report on.

**9 CONSULTATIONS**

The Chief Executive, the Head of Democratic and Legal Services have been consulted in the preparation of this report.

**10 BACKGROUND PAPERS**

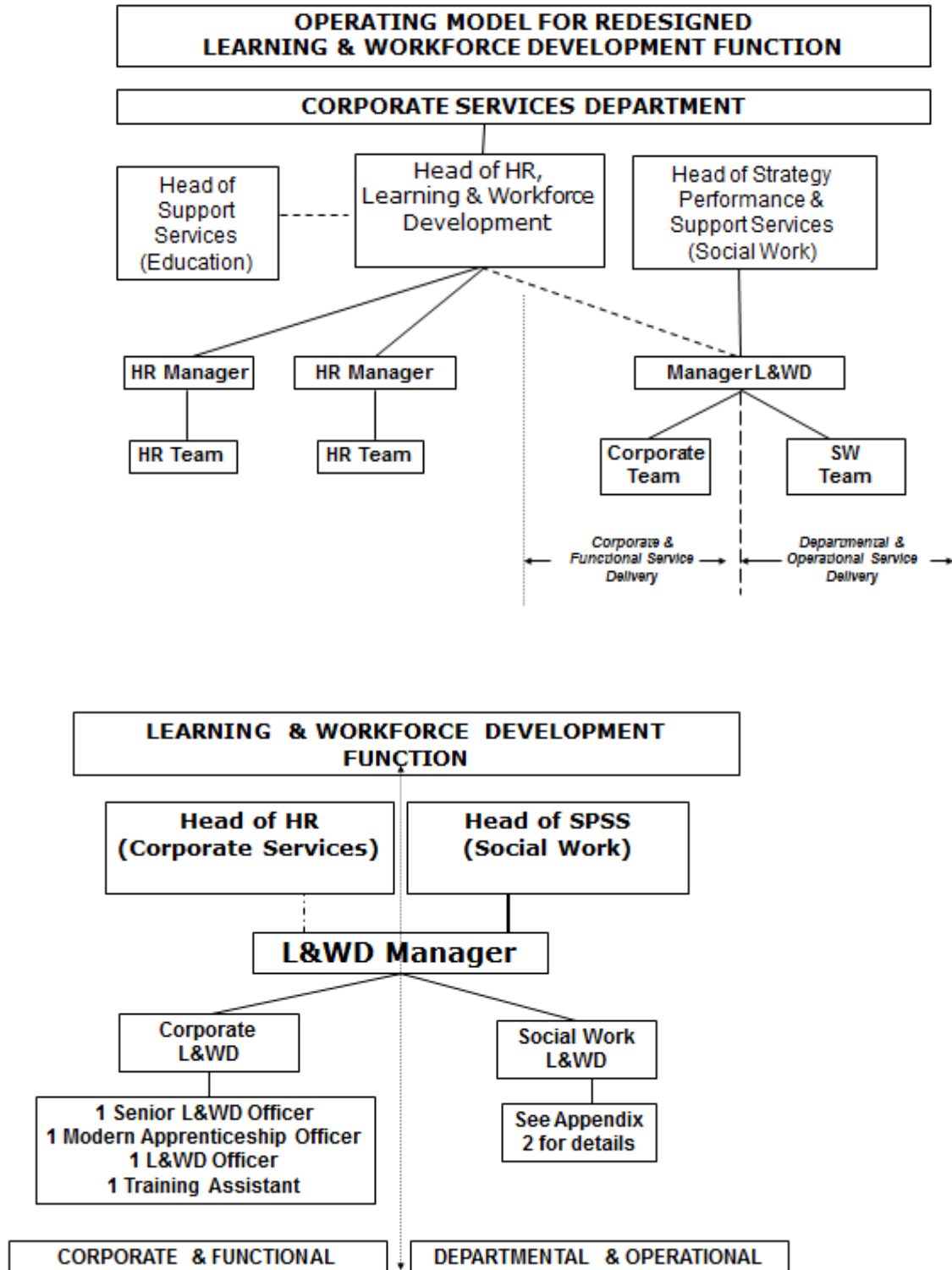
None.

David K Dorward  
Chief Executive

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07/01/2013

**Appendix 1 – Proposed Operating Model for Redesigned Training Function – to be known as the Learning and Workforce Development Function**



## Appendix 2 - Departmental Training Arrangements

Corporate Services Department - 2 full time Training Officers reporting to a Team Leader (HR), plus 2 part-time vacant posts. The current priority areas for the 2 corporate trainers include the development and roll out of a Management Development Programme through the Institute of Leadership and Management; the development of a Corporate Coaching Strategy in partnership with the Tayside Public Sector Coaching Alliance and the development of the Council's E-Learning Strategy. They also provide advice and guidance to staff on SVQs and other training solutions and they provide a range of face to face training in subject areas such as recruitment and selection, managing sickness absence, handling disciplinary matters and conflict resolution. There is also an IT Trainer (0.5FTE) in the IT Division, offering specialist IT training to all staff across the Council. This post has been approved for VER.

Revenues and Customer Services, Corporate Services Department - In-house training team consisting of one Senior Training Officer (Grade 10) and 7 FTE Training Officers (Grade 9). The training team report to the Systems and Training Manager (Grade 13) who has overall responsibility for the training function. The training delivered is on all aspects of the core financial systems used (e.g. Northgate, Civica, Debt Recovery, Cash Receipting, Corporate Visiting, Rent Accounting, Housing Benefit/Rent Allowance, and Council Tax Residue) as well as general office packages and operational training e.g. carrying out quality and performance checks. Additional specialist and professional training is purchased externally as required. The work of this team will be greatly affected by the welfare reform changes.

Social Work Department - There is a Learning and Workforce Development (LandWD) service within Social Work comprising of a Service Manager (Grade 13), 2 Senior LandWD Officers (Grade 11), 5.5 FTE LandWD Officers (Grade 10) (1 of which is vacant), 4 (1 of which is vacant) SVQ Assessors (Grade 7) and a LandW Development IT Training Assistant Post (Grade 5 but subject to job evaluation). The ratio of Learning and Workforce Development Officers to FTE staff in the department is around 1:226. Over the past two years, in conjunction with Angus and Perth and Kinross Councils the team has developed a shared Learning and Workforce Development Framework for Social Services, modelled on the SSSC Continuous Learning Framework. This framework sets out training requirements for all social services staff. Via Tayside Shared Services Collaborative Group and Tayside Social Work Forum they share good practice and have identified a number of areas where shared training services might be beneficial e.g. e-learning, leadership, management development and coaching. Current areas of social work training where the three councils are collaborating include: health and social care SVQ standardisation, practice learning qualifications, mental health officer training, protecting people training, induction (excluding aspects specific to the individual organisation), the use of digital stories, palliative care, making choices - keeping safe. Registration and a clear governance framework around the learning and development of social workers i.e. the Scottish Practice Learning Qualifications Framework underpins the work of the Learning and Workforce Development section.

Housing Department - 1 full time Training Co-ordinator reporting to Corporate Services Team Leader. Duties include: co-ordination of all training activities within the department; preparation of departmental training plan from individual employee reviews; provision of support to Team Leader on staff induction; provision of training sessions on basic child protection and customer care; provision of MAYBO Conflict Management Training (corporate programme); co-ordination of all departmental work placements (school and further education); completion of all documentation relating to further education courses maintenance of training databases.

Environment Department - 1 full time Training Officer and 1 Policy Officer. The department operates a craft apprenticeship scheme (currently training 40 apprentices and a further 12 soon to commence). The Training Officer administers the scheme. A Policy Officer co-ordinates



training and EPDRs for all other staff. A training plan is currently being developed for the department.

City Development Department - A Senior Admin Assistant acts as Training Co-ordinator and delivers 1:1 departmental training equivalent to 0.2 FTE. There are no dedicated training staff. A previous Team Leader (Staffing) who was responsible for staff induction and staff development was recently moved to the corporate HR division following a Changing for the Future review of Personnel - the post holder is now outposted to City Development.

Education Department - The Educational Development Service provides specialist teacher/school specific training. Outwith the EDS there are no dedicated departmental training staff. A number of staff who had an element of training in their role have recently moved to the corporate HR section and the Finance Section following Changing for the Future reviews. The remaining headquarter's staff with an element of training in their role are currently subject to review as part of the Education Department restructure which is underway but not yet finalised. They include an Early Years Training Co-ordinator (0.4 FTE).