

**Manchester City Council
Report for Information**

Report to: Resources & Governance Scrutiny Committee: HR Sub Group –
14 June 2018

Subject: Adult Services Training Budget

Report of: Director of HROD

Summary:

This report provides a high level overview of the Adult Services Training Budget and activity delivered through utilisation of the Budget in 2017/18. This is set in the context of Council wide activity to strengthen learning and development processes and governance, including budgets.

Recommendations

The Sub-Group is asked to note this report.

Wards Affected: All

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above

None

1.0 Background and Overview

1.1 As part of the creation of the corporate HROD function in 2011, the organisation moved from a model of 'training' delivery that was predominantly in-house and coordinated by Directorate based learning and development teams, to one which was focused on commissioned learning, with a significantly reduced central function. As part of these changes, Directorates retained their own designated 'training' budgets to provide the resources for commissioned learning, with these budgets sitting within the operational Directorates but, on the whole, administered by HROD.

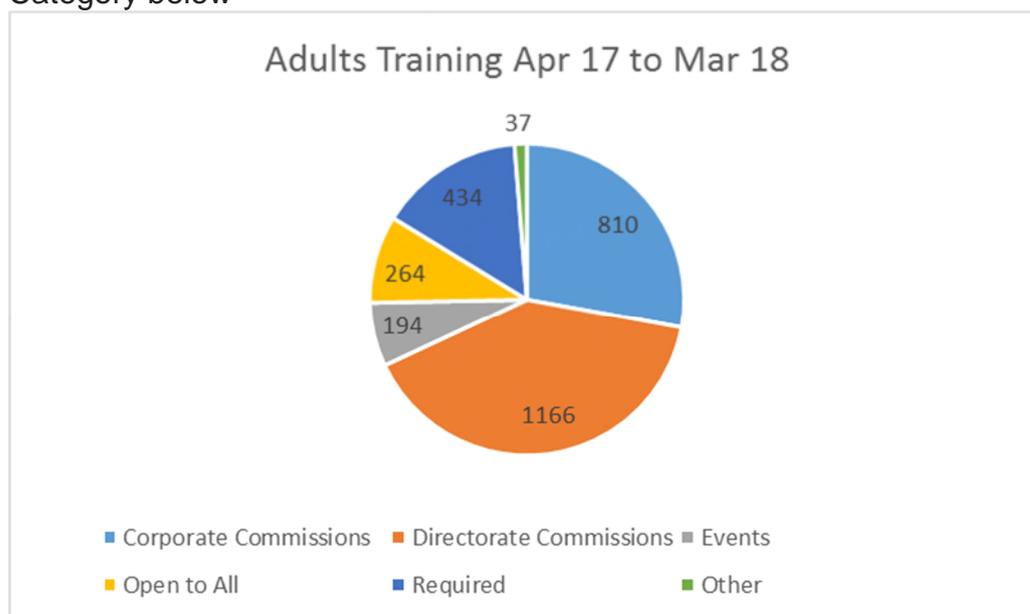
1.2 Adult Services has a total available budget for training of £268K split across £157K within a general budget and £111K designated for qualifications and accredited learning. - These budgets have not been reviewed for some time.

1.3 Over the intervening years, broadly speaking, a workforce development planning process has existed which sees:

- Development needs captured early in the new financial year, flowing from Directorate Business plans and individual appraisals
- These needs are translated into a commissioning plan submitted to the central learning administration function to commission and coordinate
- Service Managers are able to submit exception 'D1' requests for bespoke or urgent training outside of this process.

2.0 Directorate Training Activity: An Overview

2.1 Across 2017/18 1,074 staff from across the Directorate attended some form of training (76% of the Directorate) with over 2,900 individual participations on a course or event. (These figures exclude ELearning) - This activity is summarised by Category below¹



¹ The learning categories are summarised in Section 3 below

- 2.2 The table below summarises the learning events with the highest participation from Adults' staff across the year. It is worth noting that a number of these will have been delivered within existing resources and at no additional cost to the Council.

Row Labels	Sum of Attendees
Leadership & Management Programmes	389
Elections Training	271
First Aid	209
Moving & Handling	190
Person Centred Planning	182

- 2.3 Overall the Directorate underspend on its development budgets in-year by £95K (35%). Whilst this level of underspend is, clearly, concerning, it represents a significant movement reflective of the increased focus here, with underspends averaging circa. £160K over the preceding four years.
- 2.4 The Directorate has agreed a set of workforce priorities for this business planning cycle (2017 - 2020) which were reaffirmed at the beginning of this financial year and set out that the focus for the Directorate will be on the Integration with Health and the transformation and development of services to focus around people and communities:- the embedding of the Strategic Commissioning function (MHCC) and the development and implementation of the Local Care Organisation. The key areas we will focus that are integral to the success of this were agreed as:
- The development of a new workforce strategy with the implementation of some quick wins that include –
 - A social work standards programme that we will develop in conjunction with our GM partners that will bridge the current gap in this area and provide the opportunity for tailored content and a consistent level of quality of Social Workers across Greater Manchester.
 - Investment in piloting a strength based programme (that will be implemented collectively across LCO and MHCC with different cohorts of staff to test out methods of embedding different ways of working).
 - Investment in developing a coaching and mentoring culture.
 - Development of a Grow Your Own Social Work programme that will be live from September 2018. This will enable us to provide much needed development across our workforce and build the capacity for the future.
 - Establishing a staff forum for workforce development to shape the future skill requirements and build capacity for a successful integrated workforce
 - Design and implement an OD programme to underpin the Social Work development
 - Development of a leadership strategy that will be tailored to managing integrated services across the city
 - Culture change programme

- Joint work with partners in HROD to develop principles for recruitment and change across the LCO and MHCC.

2.5 Over the remainder of this budget period, there will be a focus on ensuring learning development activity and spend is fully aligned with these priorities. Work is underway to capture and analyse training needs to ensure more robust development plans are in place both at an individual and at a Directorate wide level going forwards. Thought is also being given as to how this process is effectively managed and resources utilised to best effect in the context of Health and Social Care integration and the movement of many staff to Manchester Health and Care Commissioning (MHCC) and the Manchester Local Care Organisation (MLCO), whilst retaining this employment by the Council. - The coordination of learning and development for staff within these new structures is being considered through the Corporate review outlined below.

3.0 Strengthening Corporate Learning and Development Arrangements

3.1 The broad process outlined in 1.3 above has operated without review for a number of years and, in mid 2017/18 work commenced to understand the effectiveness of the current model which revealed:

- Directorate Workforce Development Budgets consistently underspent and opinion on learning and development is generally low (as indicated through BHeard)
- The current model for learning administration is seen as inefficient, overly bureaucratic and not delivering a good customer service
- More learning happens than is recorded or commissioned centrally, with Services often commissioning activity themselves and not recording this on SAP.
- The ad hoc nature of requests, lack of a joined up process, lack of local ownership and poor comms means opportunities for efficiencies are often missed and best-use isn't made of our core offer
- Data to allow both assurance that required training is happening and evaluate our provision is poor
- Weak relationships and limited capacity have inhabited the provision of effective OD support from HROD
- A corporate recognition that this area needs attention, focus and capacity as a priority and a feeling that this is beginning to be addressed
- About You and Apprenticeships providing a stronger emphasis on development
- Some examples of innovative improvements in our current development offer e.g. Our Manchester Experience, Carbon Literacy Training, Universal Access, ELearning

3.2 As both the summary findings above and the detail of activity within the Adults Directorate demonstrate, significant activity in relation to learning and development is taking place. However, there is a clear need to strengthen the organisational strategy and model in place here, to both ensure essential learning takes place and maximise resources in support of personal development and strategic workforce planning in the context of the Council's priorities and external factors affecting this agenda, such as the apprenticeship levy.

- 3.3 Work has been progressing over recent months, in response to the above, to agree a new model for learning and development which responds to these challenges. This work has been overseen by a group of Senior Managers from across Directorates, led by the Head of Organisation Development. - The developing new model will see learning re-defined into one of four categories with associated processes:
- **Required Training** - Training essential to the day-to-day safe delivery of a role. This could be certification and refreshers required by statute for a specific post or health and safety requirements owing to the specific nature of a position or a corporately agreed standard requirement for a specific position or function.
 - **Open to All** - Open learning on basic skills and to support personal and professional development and wellbeing. This will include our full ELearning catalogue of over 200 modules.
 - **Directorate / Service Commissioned** - Bespoke commissions agreed by Directorates in response to About You discussions, service priorities and to support CPD.
 - **Corporate Commissions** - Commissioned training to deliver on corporate priorities targeted at staff across Directorates e.g. Leadership and Management development. And more targeted interventions to support strategic workforce planning.
- 3.4 Work is now underway to develop the detailed design for this approach and implement the new model. As part of this detailed work, budgets are being reviewed with a view to:
- Ensuring that, in the first instance, budgets are sufficient to meet 'required training' needs with these funds being administered centrally going forward against a three year delivery cycle
 - Streamlining the process for accessing 'open to all' learning by centralising an appropriate fund to deliver this type of learning
 - Retaining Directorate based budgets which are more focused on Directorate and Service specific commissions and CPD, which reflect the current organisational composition and which are overseen and prioritised by senior managers from within the Directorate with the support of HROD.
- 3.5 Any changes will take place within the existing budget envelope.
- 3.6 This realignment of resources as part of the overall improvement plan is intended to both create efficiencies by enabling more strategic commissioning and maximising the use of Elearning or existing programmes and also to maximise the focus Directorates can give to specific development priorities.
- 3.7 The hope is that this new model will be in place within Q2 of this financial year.

4.0 Conclusion

- 4.1 As set out above a significant amount of learning activity has taken place across the Adults Directorate over the past year. However, there remains a consistent (though diminishing) underspend on the available budget here. - The development work set-out, both within the Directorate and corporately, is intended to strengthen core learning processes in direct response to staff feedback and both ensure required learning is delivered and maximise the effectiveness of commissioned learning activity to meet specific development needs. Work is also underway to ensure the effective coordination of learning for Council staff within MHCC and the MLCO. -
- 4.2 Corporately, This work is the first of three phases of activity in this area being progressed by HROD programmed for 2018/19, with a second phase of activity, focused on reviewing our learning offer and content and a third to strengthen arrangements for talent management and succession planning programmed to progress later in this financial year.