

BRISTOL CITY COUNCIL

HUMAN RESOURCES COMMITTEE

For Information

25th MARCH 2010

Report of: Service Director: Strategic HR & Workforce Strategy

Title: Establishment of Integrated Learning & Development Function/
Structure

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RECOMMENDATION

That the Committee note the progress that is being made on establishing an integrated Learning and Development function.

Summary

The Learning and Development Review is one of the Transforming Bristol Projects. The report sets out the progress that has been made to date and the future plans.

The significant issues in the report are:

The project delivers a new organisational structure which will be fully operational by 1st November 2010. See Appendix A. Appointments to the new structure will be made during the Spring in accordance with the Management of Change Policy.

Subsequent phases of work will be delivered by the new service when it is operational, as set out in paragraph 4.2.

1. Policy

- 1.1 In June 2008, Cabinet approved the Business Transformation Programme. Learning and Development was identified as an area for review. The business case for this project was approved by the Portfolio and Commissioning Board in November 2009. Members also receive progress reports at the Transformation Strategy Board.

2. Consultation

2.1 Internal

A project board is overseeing the implementation of the review and putting in place the new governance arrangements for learning and development. In addition, there is a trade union consultation group. Ongoing staff briefings are also being held. All materials and documents related to the review are published on the Council's intranet and are accessible to all employees in the Council.

<http://intranet.bcc.lan/ccm/navigation/plans-and-performance/transforming-bristol/transforming-learning-and-development/>

Frequently Asked Questions are published and updated on an ongoing basis on the web pages.

2.2 External

Not applicable.

3. Context

- 3.1 The new Learning and Development Function will transform the effectiveness, cost and accessibility of learning solutions for all employees and will develop targeted solutions which are consistently designed and delivered across the Council. The rationale for change can be summarised as follows:
- Learning and development products will continue to be delivered inconsistently across the Council.
 - Workforce development priorities are at risk of inconsistent application throughout the Council which brings with it reputational risks e.g. assessment of performance through the 2010 CAA framework (Use of Resources) if no change is made.

- The spend on learning and development will continue to be relatively high but more importantly, spend value will not be maximised
- 3.2 The business case proposes a unified, centralised Learning and Development organisation under one manager. As part of the development, training budgets that are used for generic training will be centralised. All locally required CPD will be co-ordinated centrally and the new team will develop a training needs analysis and planning process which ensure that both strategic and local directorate training needs are met.
 - 3.3 Each directorate will have its own Learning Partner who will support this agenda as well as lead on key projects. After two years, and once training products across the portfolio, and relevant processes, have been established, one Learning Partner role will be lost .
 - 3.4 Each Learning Partner will be responsible for ensuring that the learning needs of all employees in their client directorates are met, through non course based solutions if appropriate, and that where a training course is recommended, that the most effective and efficient solution is developed. They will have responsibility for supporting individuals in diagnosing their learning needs and gaining access to appropriate solutions.
 - 3.5 A new learning channel - e-learning - will be developed and made accessible across the Council and all relevant products will be transferred to this platform over time. This will make certain types of learning more accessible and ensure that there is the capacity for swift knowledge transfer to wide groups of staff, where this is important. It will also provide an alternative learning channel to that of the training course.
 - 3.6 Through the project, the new management team will focus on building an agreed commissioning strategy and provider delivery capacity across the full range of generic products and for NVQs in Health and Social Care. There will be capacity for training design, commissioning and some in house training delivery in the new structure.

4. Proposal

- 4.1 A decision regarding which directorate will be responsible for the future management of Corporate Training will be determined by SLT at its meeting on 30th March. The directorate options under consideration are: Resources, Transformation or Deputy Chief Executives.

4.2 The L&D Review will be implemented on the following phased basis and can be summarised as follows (dates as below): -

- Phase 1 - Implementation of new management structure by 1st November with new council-wide training products being delivered by 1st April 2011, including the development of e-learning strategy.
- Phase 2 - November 2010 until November 2011 - project to review NVQ provision in Health and Social Care which will lead to a commissioning strategy being developed. Project to review all training provision in Children and Young People's Services will also commence – this review will take in to account wider Children's Trust requirements.
- Phase 3 - April 2011 to 2012 – review of other professional training services in Health and Social Care taking in to account requirement of commissioning strategy that will be developed.

5. Other Options Considered

- 5.1 The Project Business Case sets out the other options that were considered. Paragraph 3.1 sets out the basis for the changes that are being made.
- 5.2 No other options have been considered, as this project addresses the weaknesses highlighted in the CPA report (2007).

6. Risk Assessment

- 6.1 Not applicable as this report is for information purposes only.

7. Equalities Impact Assessment

- 7.1 The project has an Equalities Impact Assessment.

Legal and Resource Implications

Legal

No advice sought.

Financial

(a) Revenue:

The new organisation will deliver a saving over 5 years of £1.4m and there is a conservative estimate of a further £275k pa in savings after the new organisation has been established, from more efficient and consistent processes, a more coherent set of training products and services, and a corporate approach to commissioning and delivery.

(Advice from Stephen Skinner, Finance Business Partner Resources, Transformation and Deputy Chief Executive)

(b) Capital:

Not applicable.

Land

Not applicable.

Personnel

Appendix A sets out the proposed new organisational structure. 12.5 FTE Employees in training teams in Corporate, Neighbourhoods, and management roles in Health & Social Care are affected by Phase 1 of the review which is taking place this Spring. The new management structure provides 7.5 FTE posts reducing to 5 FTE posts by 2012. The service management of the new function is being determined by SLT on 30th March 2010.

Appendices

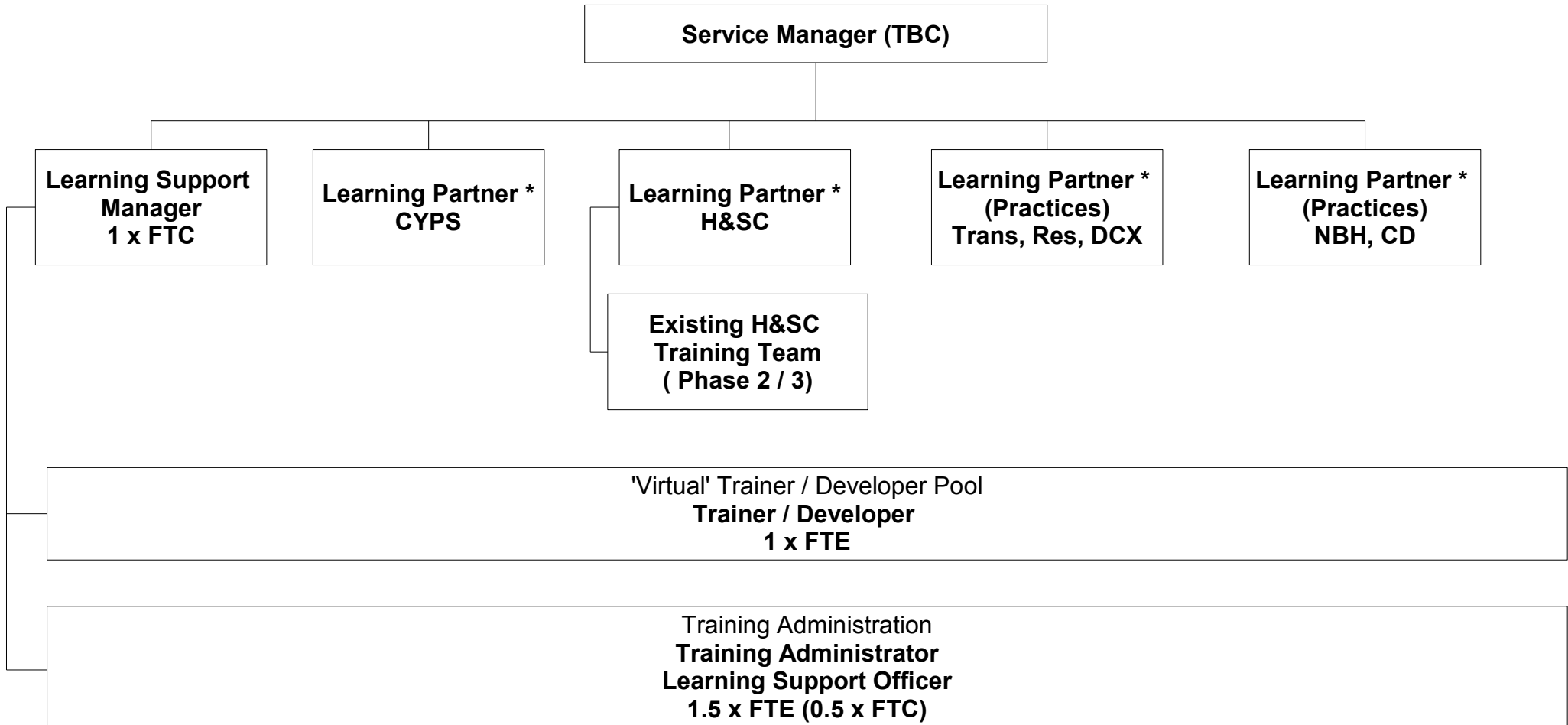
Appendix A - Proposed Organisational Model Structure

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 Background Papers:

L&D Project Business Case.



Proposed organisational model for Training & Development



* Learning Partners are established as 4 posts but will reduce to 3 posts after 2 years