

How Star Training and Consultancy Ltd can assist Local Government with the Audit Commission's KLOE requirements

KLOE 2.1

Does the organisation commission and procure quality services and supplies, tailored to local needs, to deliver sustainable outcomes and value for money?

- **Involves local people, partners, staff and suppliers in commissioning services**

The use of the **Integrated Skills Brokerage for Public Sector Services** would involve staff, partners and suppliers in the commissioning of services through the sourcing of training.

- **Understands the supply market and seeks to influence and develop that market**

Understanding of the market would be increased through close working with a Broker and through the Broker's links to providers, Sector Skills Councils and funding bodies. The organisation would be in a stronger position to influence and develop the market.

- **Evaluates different options (internal, external and jointly with partners) for procuring services and supplies**
- **Reviews the competitiveness of services and achieves value for money, while meeting wider social, economic and environmental objectives**

The process of sourcing training through a Broker would involve the evaluation of different training options and would result in a proposal upon which there would be a number of provider and pricing options. This would enable the organisation to quickly evaluate competitiveness and value for money. The use of an existing expert service, that has knowledge of existing and future funding streams, would reduce repetition of activity which would reduce the economic and environmental impact of the commissioning process.

Evidence

- **Clear Vision of Expected Outcomes**

Getting the basics right – Use of the basic Brokerage service would produce supplier lists, information on commissioning strategies and provide evidence of links to partners such as LGYH which would enable joint commissioning with other public sector organisations.



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Performs well – Use of the Enhanced Brokerage incorporating the use of **2develop** would provide evidence of strategic needs assessment across services along with the planning and commissioning of procurement strategies for training provision as well as all of the above.

- **Improvement of services through redesign**

Getting the basics right – The Broker would identify training strategies such as the use of BIT (Business Improvement Techniques) which would enable employees to identify and implement areas of improvement in service delivery which would evidence VFM (value for money).

Performs well - Through the use of **2develop** employees would be identifying their own skills gaps and areas for development in addition to those identified by their line managers. This would further influence training strategies that would improve service delivery, in addition to the outcomes mentioned above. The interactivity and online capabilities and accessibility of **2develop** fall in line with guidance in this area.

- **Understanding the supply market**

Getting the basics right – Through use of the Broker's extensive links with training providers the organisation will be able to dramatically expand its supplier base. It will also be able to make 'like for like' VFM and price comparisons by using the training proposals provided, free of charge, by the Brokerage Service. The creation of provider consortiums, led by the Broker, to deal specifically with the needs of the organisation encompasses both succession and disaster planning in order to meet the continuing and developing needs of the organisation.

Performs well – Using the Broker's links with providers, examining bodies, skills funding agencies, RDA's and Sector Skills Councils the organisation is able to effectively shape the market creating more sustainable outcomes and improving the organisations knowledge of the market.

- **Evaluation of procurement options**

Getting the basics right – Through the **Integrated Skills Brokerage for Public Sector Services** the organisation would receive help and guidance in the evaluation of procurement options. This would be done through the setting up of management committees, provider groups and SLAs as appropriate alongside the use of training proposals as guidance and evidence of VFM. All done in line with the *Code of Practice for Workforce Matters*. This would incorporate were appropriate links with other Local Authorities and the use of internal training providers.



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Performs well – The Broker, wherever possible, will include local and internal training providers on training proposals to help ensure economic development at a local or regional level. Provider reviews chaired by organisational representatives and guided by the Broker will closely monitor performances and effectiveness against pre-defined objectives. The training providers identified by the Broker will operate at high standards and will have proven success in staff and organisational development. This combined with the monitoring activity will result in improved efficiency and customer satisfaction.

- **Reviewing service competitiveness and achieving value for money**

Getting the basics right – The use of the provider's own evaluations matched to the requirements of the organisation would be measured against KPIs to assess VFM and the effectiveness of any training facilitated by the **Integrated Skills Brokerage for Public Sector Services**. The use of competition through the Brokerage process will help drive VFM and the cost effectiveness of training provision. This would be evidenced through quotes, proposals and the provider groups.

Performs well – Use of the Brokers, who have wide ranging experiences across many sectors would enable the organisation to evaluate its procurement procedures against those from other sectors and from its own sector through local area compacts. Use of the **Integrated Skills Brokerage for Public Sector Services** would also lessen the load on the council's manpower resources as the procurement procedure and responsibilities would be shared. The use of **2develop** would enable the organisation to monitor the progress of individuals and look at staff development departmentally and holistically.

*All of the above would be evidenced through; supplier lists (lists of training providers and their relevant occupational areas), training proposals, ONAs, minutes from provider and management meetings, SLAs (Service Level Agreements) and the demographics, skills assessments and needs analysis provided by the use of **2develop**.*



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KLOE 2.2

Does the organisation produce relevant and reliable data and information to support decision making and manage performance?

- **Produces relevant and reliable data**

The use of the Brokerage service and **2develop** would produce Organisational Needs Analyses (ONA), Training Proposals and any required demographic data needed in connection with the Skills Pledge. **2develop** has the capacity to go beyond this should it be desired.

- **Understands the needs of the decision maker and provides them with information that is fit for purpose and is used to support decision making**

The Brokers have extensive experience in working with the Public Sector and providing up to date and relevant information in an easily understandable and accessible package. Proposal and supporting proposal information would provide decision makers with the information they need on training provision to make informed decisions. **2develop** would produce demographic information on training need and help identify skills gaps that would also support and drive decision making.

- **Ensures data security and compliance with statutory requirements**

All documentation is kept in line with the Data Protection act and **2develop** uses a secure server that is backed up each day.

- **Monitors performance against priorities and targets**

The Brokers have experience in setting up SLAs with provider that gives them joint responsibility for measuring effectiveness of training and reporting this back to internal monitoring teams. **2develop** will record achievement and progression and can produce reports to support this.

The Audit Commission describes data quality using six key characteristics: accuracy; validity; reliability; timeliness; relevance; and completeness. **2develop** produces reports that give accurate, valid and reliable data instantly. The data obtained to create this report directly effects the relevance and completeness of the output and Star Training & Consultancy work with the organisation to insure that this data is obtained in the most effective and efficient manner. The **Integrated Skills Brokerage for Public Sector Services** produces training proposals that contain accurate, valid, reliable, complete and up to date information on training within set time frames that is relevant to the organisation's training requirements. This information



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can be used to focus training in the relevant areas to help performance targets set against the **189 National Indicators**. All 22 Local Authorities in the Yorkshire & Humber region have signed up to the **Skills Pledge** and with this in mind Star Training and Consultancy have created a package within **2develop** that will identify training needs in order to meet the requirements of the **Skills Pledge**.

Evidence

- **Produces relevant and reliable data and works with partners to secure data quality**

Getting the basics right – Initial data is collected and stored in line with COUNT (Count Once Use Numerous Times) principles and the data is collected in line with strategic objectives. The free version of **2develop** is set up with the objective of meeting the **Skills Pledge**, this can be adapted to meet other requirements but will incur a cost. If provider groups have been set up through the Broker and a SLA has been agreed then the line manager may wish to share departmental information on skill with providers for marketing purposes within the department and partnership working.

Performs well - Data comes directly from the employees and is recorded at source with clear reasons for the data collection given. Some aspects of the data can be assessed at this time online - Skills for Life, equal opportunities and health & safety assessments through **2develop**. Reports produced by **2develop** can be then used to identify skills gaps across the organisation or at departmental or service sector level.

- **Provides information which supports the decision making process**

Getting the basics right – Once the initial data is captured by **2develop**, reports can be produced instantly to support decision making and can provide clear and accurate demographic information. This information can be made available in sections by line managers or in whole by department heads and the nominated people within HR (access to be defined by the organisation). Information provided by the **Integrated Skills Brokerage for Public Sector Services** in terms of training proposals contains up to date and reliable information on prices and funding as well as the differing training techniques and methodologies employed by the training providers to deliver their training thus providing the relevant information needed by decision makers.

Performs well – **2develop** holds full demographic information and can be used to produce reports against any number of criteria and break it down in terms of ethnicity, gender, age, disability and cross reference these against skills gaps within departments or sectors. For example it would allow you to produce a report on how many disabled women in Department X do not have a level 2 qualification. This data can be updated at any time by users or administrators as qualifications or milestones are achieved ensuring the data captured is always accurate.



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- **Ensures data security and compliance with statutory requirements**

Getting the basics right – The brokerage services uses and stores all information in line with the Data Protection Act and we have strict policies on data security. 2develop uses a secure server, all data is 128 bit encrypted and protected. Data is backed up nightly and distributed to locations to ensure there is never any loss of data. 2develop is password protected, therefore only approved users can access. Accounts can be locked if a user needs to be removed or there is ever a breach of security.

- **Monitors performance against priorities**

Getting the basics right – All local authorities in the region have signed the **Skills Pledge** - the performance indicators for this would be to get all employees up to a minimum level 2 standard. **2develop** would help identify where these standards were not being met and update records and reports when achievements were made. The **Integrated Skills Brokerage for Public Sector Services** would use this information to help locate training providers who could address the skills gaps and then would enlist the help of the providers in the reporting of milestones towards targets. Individuals who were engaged in training and registered on **2develop** could update their information as soon as they had achieved and this information could be immediately accessed by administrators and reports produced to substantiate the evidence.

Performs well – The reports produced by **2develop** would be able to identify trends in skills deficiencies, whether it was in a certain department or amongst a certain demographic and enable the organisation, the Broker and the providers to target these areas. These reports and individual targets set on **2develop** could then be used at appraisals and performance reviews to measure progression and set future targets. At any time reports could be drawn to monitor progression and performance against achieving the targets set by the **Skills Pledge** in order to inform strategies on skills improvement.



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KLOE 3.3

Does the organisation plan, organise and develop its workforce effectively to support the achievement of its strategic priorities?

- **Has a productive and skilled workforce**

The use of **2develop** as a medium to quickly and accurately identify skills gaps and deficiencies within an organisation, aligned with the knowledge and experience of a Broker in facilitating skills solutions would enable public sector bodies to meet their **Skills Pledge** requirements in the most cost effective manner.

- **Knows in the medium to longer term what staff it will need, with what skills, and has plans to achieve this**

2develop can help an organisation identify what skills it currently has in place and can use the demographic reports produced by **2develop** to identify current and potential skills shortages. This information can be shared with the **Integrated Skills Brokerage for Public Sector Services** who could identify skills solutions and help implement strategies to prevent future problems and help with succession planning.

- **Engages and supports staff in organisational change**
- **Has policies which support diversity and good people management**

Change programmes and all levels of management training can be facilitated through the Brokerage service. Evidence to support the need for change, alongside demographical information needed for equality and diversity measurement, could be produced by **2develop**.

The Audit Commission's 2008 national report, **Tomorrow's People**, highlighted staff costs of £55 billion a year, which represents roughly 50 per cent of all local government service spending. Public services are people-intensive businesses where service users' interactions with staff strongly affect their opinions about the organisation. To make the most of their resources and to improve service users' experience, public sector organisations need to ensure they have the right staff with the right skills and commitment to achieving the organisation's strategic objectives. Public sector organisations need a strategic approach to addressing current and future workforce issues, putting in place effective programmes of action to attract, retain, develop and motivate a 'fit for the future' workforce. Local government is the biggest employer in England, employing over 2 million staff.



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The Comprehensive Spending Review settlement requires councils to make significant efficiencies which will inevitably impact on this significant area of spend. Demographic change is putting further pressure on services. If councils are to realise their ambitions and respond to the new challenges facing them to provide more efficient and integrated customer focused services, they need to ensure they are attracting and developing their workforce and managing performance.

The service transformation needed to provide more efficient customer focused services demands new ways of working and new attitudes. The local government of the future needs to be flexible and responsive with an organisational culture that encourages innovation. This will require new skills, for example, in leadership, organisational development, change management, strategic commissioning, business process improvement, problem solving, customer management, and community engagement. All councils need to play their part in promoting local government as a good place to work to attract and foster the 'talent' needed for success. As well as filling specialist posts, local government needs to attract people with the right skills to support it in transforming the way that services are delivered. They also need to provide a pool of potential senior managers for the future. They need to review how they do this, for example through introducing a total rewards approach, creating career paths and opportunities, skills development and re-training.

All local authorities in the Yorkshire and Humber Region have signed up to the **Skills Pledge**, which will help local government address many of its current and future skills issues if addressed in the correct manner. The **Integrated Skills Brokerage for the Public Sector Services**, run by Star Training & Consultancy, aligned with **2develop** is ideally placed to address strategic skills issues within any large public sector organisation. We are able to help identify skills shortages across the entire organisation or at departmental level and then facilitate solutions to the issues identified. The knowledge and experience of the Broker will help with succession planning and identifying future problems in order to put actions in place to prevent them from occurring. The upskilling of the public sector workforce is the sole aim of the **Integrated Skills Brokerage for Public Sector Services**.

Evidence

- **Productive and skilled workforce**

Getting the basics right – Skills audits carried out using **2develop** will identify skills gaps and then use of the **Integrated Skills Brokerage for Public Sector Services** will help the organisation make plans to address these gaps through staff development and improved recruitment practices.

Performs well – Continued use of the **Integrated Skills Brokerage for Public Sector Services** will reduce the skills gaps and the demographical data produced by **2develop** will help with targeted recruitment at under-represented groups. Implementation of training facilitated by the Broker will result in efficiency



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savings and increased productivity. Furthermore training programmes in BIT should result in staff identifying and implementing efficiencies and innovations, backed by a strong improvement culture.

- **Workforce planning**

Getting the basics right – The Broker and **2develop** can help integrate workforce planning with service planning by ensuring that the requisite skills are in place to meet service demand.

Performs well – Strategic workforce planning integrating the views of the workforce upon their own development needs through **2develop**. Using the demographical reports from **2develop** to drive strategic approaches to attract under-represented groups from the labour market. Using Apprenticeships alongside development of existing staff, facilitated by the Broker, to address future skills needs.

- **Organisational change**

Getting the basics right – The Broker can help engage providers who can assist with organisational change programmes and use existing links with trade unions and Union Learning Representatives from Union Learn to gain buy in from staff at all levels

Performs well – Using training in Change Management and Business Improvement Techniques to help staff drive and influence organisational and behavioural change. Using **2develop** to identify where areas of change in terms of skills development might have the most impact.

- **Diversity and good people management**

Getting the basics right – Using demographic information produced by **2develop** to ensure skills needs are being addressed in line with equality legislation. Using the **Integrated Skills Brokerage for Public Sector Services** to source providers who can assist with management training where appropriate.

Performs well – Using the Broker to help source external training providers, where needed, to help the council meet the requirements of the new Equality Framework. Focused and appropriate staff training, facilitated by the Broker using **2develop** as a resource to help target those most in need of development, driving training forward which in turn improves staff satisfaction and aiding in the retaining of staff. Using training to implement flexible working policies in line with latest guidance.

