

How Star Training and Consultancy Ltd can assist the Police Force 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 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. This would result in a proposal upon which there would be a number of provider and pricing options which 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. This in turn would reduce the economic and environmental impact of the commissioning process.

The use of the **Integrated Skills Brokerage for Public Sector Services** (provided by Star Training & Consultancy and funded by Yorkshire Forward) in conjunction with the use of **2develop** as appropriate would be instrumental in the development of the JIF (Joint Investment Framework) needed to access Train to Gain funded training provision. This would help the Police force in question meet the requirements of the **Policing Green Paper** by:

- Reducing the amount spent on goods and services
- Increasing procurement capacity and capability
- Helping to develop staff capabilities for reducing cost and risk
- Reducing procurement overheads
- Promoting sustainability and supporting diversity in procurement



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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.

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. Training identified and potentially funded through Train to Gain could also help Forces meet the requirements and standards set out in the Policing Pledge.

- **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 the use of the Broker's extensive links with training providers, the organisation will be able to dramatically expand its supplier base. It will be able to make 'like for like' VFM and price comparisons by using the training proposals provided, free of charge, by the **Integrated Skills Brokerage for Public Sector Services**. 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. All this would fall in line with the ACPO Procurement Strategy.



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- **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. This would incorporate where appropriate links with other Public Sector bodies and the use of internal training providers. This would enable the organisation to look at a diverse range of providers with little effort or expense as the research and provider searches would be carried out by the Broker.

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 – The 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 with Skills for Justice and other organisations within the Justice Sector not just the other Police forces in the region. Use of the **Integrated Skills Brokerage for Public Sector Services** would also lessen the load on the Force'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 in line with the ACPO Procurement Strategy and 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), the JIF (Joint Investment Framework) 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 providers 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** including the 17 indicators that are also in the **Home Office's APACS** (Assessing of Policing and Community Safety) performance framework. Sir Ken Jones signed up to the **Skills Pledge** on behalf of all of the Police Forces of England and Wales 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 such as the **Policing Pledge** but will incur a cost. If provider groups have been set up through the Broker and a SLA has been agreed then line managers 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 that 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 division 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 PCSOs in Division X do not have a level 2 qualification. This data can be updated at



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any time by users or administrators as qualifications or milestones are achieved ensuring the data captured is always accurate.

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

Getting the basics right – The brokerage service 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 of the Police Forces in England and Wales (through Sir Ken Jones) 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. 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, if it was in a certain division 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 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**.

Approximately 80 per cent of police resources are spent in the workforce. There has been a lot of progress made to modernise the police workforce both in equalities and diversity but also changing workforce mix and realising the benefits of modernised working practices. This aligned with the requirements of the **Policing Pledge** and the **Skills Pledge** has brought about a need to be seen as a customer focused service, loading increasing pressure on Police and their ever increasing support staff. The **Integrated Skills Brokerage for Public Sector Services** and **2develop** would assist the forces in the region identify skills needs in the workforce and develop links with providers who could deliver the necessary training to support services to improve customer satisfaction. With the aid of a Broker the Force could set up a **JIF** giving it access to Train to Gain funding increasing VFM on the training services it receives.



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Evidence

- **Productive and skilled workforce**

Getting the basics right – Skills gaps will be identified through the use of **2develop**. The Broker will assist in finding solutions to these skills gaps through development of existing staff and looking at succession planning and recruitment strategies. Key Skills can be assessed through **2develop** giving instant feedback on literacy and numeracy levels and guidance on how these skills can be improved.

Performs well – Skills gaps identified by **2develop** will have been addressed or in the process of being addressed by the Force in conjunction with the Broker. Demographic information provided by **2develop** will be used to help target under-represented groups when planning recruiting and training strategies. Performance and talent management policies will be in place to aid the retention of the best staff. Training will be in place to improve staff performance and having staff contribute towards identifying areas where efficiency and performance could be improved and staff making suggestions to aid this.

- **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.



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- **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. The Force in partnership with the Broker and using information provided by **2develop** will be working towards a workforce that is more representative of the community it serves.

Performs well – Using the Broker to help source external training providers, where needed, to help the Force meet equality and diversity targets. 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.

