

Agenda Item No. 3(b)

**DERBYSHIRE COUNTY COUNCIL**

**MEETING OF CABINET MEMBER – STRATEGIC POLICY, ECONOMIC  
DEVELOPMENT AND BUDGET**

**21 June 2016**

Report of the Strategic Director for Economy, Transport and Communities

**PROPOSED CREATION OF A PERMANENT HEAD OF EMPLOYMENT  
AND SKILLS POST IN THE ECONOMY, TRANSPORT AND  
COMMUNITIES DEPARTMENT**

(1) **Purpose of Report** To outline the ongoing work to improve the Council's approach to fundamentally address the skills and employment challenge for local residents and seek approval for the establishment of a permanent post entitled, 'Head of Employment and Skills' within the Economy, Transport and Communities Department.

(2) **Information and Analysis**

**Background**

Derbyshire County Council's Council Plan sets out a pledge to deliver a 'Derbyshire that works' underpinned by a Youth Employment Strategy which looks to improve the ways in which young people can access training and enter the labour market. In addition, the Plan sets out clear priorities to support wider economic development and growth across the County, including delivery of the 21<sup>st</sup> Century Guildhall, a partnership concept shared by all other local authorities in Derbyshire that seeks to fundamentally align and integrate skills provision more closely with labour market opportunities and local employer needs.

The Council is responsible for the effective co-ordination of strategic activities such as:

- Liaison with employers, local schools, colleges and training providers to ensure skills and training provision meets the needs of the local economy;
- Providing business advice and support to local employers to ensure growth in the local economy, and provide job opportunities across the County;
- Supporting economic growth across all sectors of the economy to ensure opportunities for low, medium and high skilled work;

- Working closely with other local authorities across Derbyshire on skills and employment issues – ensuring employment sites, transport provision and local housing are not just fit for purpose, but meet local needs;
- Providing effective liaison (and lobbying) with Government departments, such as the Department for Business, Innovation and Skills (BIS), Department of Education (DfE) and Department for Works and Pensions (DWP), to ensure national policy meets local needs, including the implementation of apprenticeships, traineeships, apprenticeship levy, area based reviews and development of local delivery agreements; and
- Fulfilling statutory responsibilities around the education and wellbeing of all vulnerable and young people, particularly those in care.

The Council is also a direct provider of statutory and other important services, such as adult education and training, safeguarding vulnerable people and child protection, careers advice and guidance, services to teenagers and the employment of apprentices.

To ensure the Council's wide range of responsibilities and commitments are being met, elected members established the Employment and Skills Board in September 2014. This is a multi-departmental partnership chaired by the Leader of the Council and supported by a panel of Cabinet portfolio holders from Children's Services, Corporate Services and Highways, Transport and Infrastructure.

The purpose of the Board, as set out in the agreed Terms of Reference, was originally focused on young people but has since expanded its scope to include all working age adults. The Board seeks to *“provide strategic oversight and direction of the development of Council services, driving improvement in the skills and employment opportunities for young people [and adults]”*.

Moreover, the Board *“champions improvements in the provision of employment and skills services and acts as a focus for their co-ordination and development both within the Council and with external partners”*, specifically within the wider context of D2N2 (Derby, Derbyshire, Nottingham and Nottinghamshire) partnership working and the agreed workstreams of any potential combined authority.

As such, the Employment and Skills Board has a clear work programme linked to the priorities of the D2 (Derby and Derbyshire) Leaders' Joint Committee, the Local Enterprise Partnership's (LEP's) Skills Commission and the Council's own Corporate Plan and Youth Employment Strategy. These confirm clear outputs and outcomes including (but not exhaustively):

- Reduction in overall unemployment.
- Reduction in youth unemployment.

- Reduction in level of people who are not in employment, education or training (NEETs).
- Increase in skills levels (all qualifications and levels).
- Increase in employment.
- Increase in business Gross Value Added (GVA) – better productivity through a better skilled workforce.

To ensure the Council fully meets the above challenges, the Board commissioned a review on how best to organise internal services to secure the strongest outcomes for local people and partners.

### **Proposal**

Currently, the Council provides its employment and skills functions through a number of services across a number of departments. Strategic oversight of these services is provided by the Employment and Skills Board and this has brought about some improvement in joint working but operationally, there is no single point of co-ordination, priority setting or delivery.

An Officer Working Group (consisting of staff from Adult Care, Corporate Resources, Children's Services, Youth Offending and Economic Regeneration services) was commissioned by the Board to undertake a review of functions, activity and resources. The review identified the following:

- The Council currently delivers 24 services that directly contribute to supporting people looking to enter employment. Of these 24 services, some provision is currently traded (see below) and some is supported by time limited project funding.
- These are delivered by four Council departments: Adult Care, Children's Services, Corporate Resources and Economy, Transport and Communities.
- In 2015-16, the Council committed £4.37m of its own funds to support the delivery of 16 services.
- In 2015-16, over £2m of external funding was brought into the Council to support additional services.
- Health and Safety inspections for work experience and careers services are both traded with schools and have associated income generation targets. As of 2015-16, they collectively brought in £517,000 income.
- Two services directly support employers to recruit young people into employment.
- Some services provide direct support to young people, others are delivered in partnership with schools/training providers.
- As of 2015-16, approximately 130 full time equivalent Council staff were employed in delivering employment or skills services.

The review also highlighted that service design and delivery was fragmented, with differing/competing priorities, differing targets and action plans across the various services. It was also noted that existing structures did not cover strategic aspects of employment and skills for those aged 19+ that effective partnership working was made more difficult due to the lack of a single lead officer.

In light of the review findings, the Employment and Skills Board agreed '*to develop a dedicated, single employment and skills service that has the responsibility and accountability for policy development (both internal and external) and also the discharge of relevant Council services to ..... with accountability and responsibility of relevant services held under one Council department and Cabinet Portfolio*'.

The core purpose of the new service was agreed to be:

Taking a 'whole systems approach', the Employment and Skills Service will develop, design and deliver a fully integrated approach that:

- Ensures local education, training and skills provision is aligned to the needs of the current and future economy.
- Ensures the local labour market has access to the information, advice and guidance needed to maximise available job opportunities.
- Ensures the provision of employment support programmes is focused on meeting local labour market needs, (especially the most vulnerable), and employer demands.

Essentially, this will enable the Council to establish a common understanding and strengthened approach to the implementation of national and regional policy, including the 21<sup>st</sup> Century Guildhall.

Subsequently, at the Employment and Skills Board on 12 February 2016, it was agreed to create a Head of Employment and Skills with responsibility for scoping, redesigning and managing the new service, in line with the above core purpose. This report seeks the approval of cabinet members to the creation of the new post. A job and person profile has been developed and evaluated at Grade 15.

The work of the new Head of Service will be multi-facted and there are already two clear areas of work and an emerging work plan – see below:

#### **Short term (3 to 6 months):**

- Complete work with relevant corporate and service directors to finalise the scope, functions and resources of the new service, developing an

action plan for liaison with staff and trade unions and drafting the structure for the re-designed service.

- In the meantime, continue to plan, approve and commit resources to the shared employment and skills agenda as directed by the Employment and Skills Board.
- Support and strengthen the work of the Employment and Skills Board to ensure it continues to provide effective strategic oversight and direction. This includes regular discussion and decision making on the impact of national and regional skills strategies.
- Formalise (develop terms of reference) and lead the officer working group that supports the Board. Work to strengthen relationships with partners (DWP, Job Centre Plus, voluntary/community sector, colleges and employers) to start development of proposals for Guildhall service alignment and ultimately, integration.
- Undertake active work with D2N2 colleagues to meet 'readiness conditions' for the devolving of the adult education budget.
- Support development of Delivery Agreements for D2N2.
- Support/ leadership to review of D2N2 Skills Strategy.

### **Medium to long term (6 months onwards)**

- Develop an action plan for the full implementation of the redesigned service, taking account of existing programmes of work around service reviews within departments.
- Undertake strategic needs assessment with DWP.
- Continue to support strategic work around national, regional and local skills policy and partnership work.
- Review national indicator sets and statutory duties impacting on service area.
- Provide support and leadership to Area Based Review
- Review of careers, advice and guidance across provider network, and embedding of the LEP's Employability Framework.
- Commence physical roll out of 21<sup>st</sup> Century Guildhall – key services initially aligned at point of delivery – and work on further integration commenced.
- Integrated labour market intelligence shared (and used) across key partners.
- Work on new apprenticeship standards with employers.
- Confirm and address gaps in existing delivery – developing local action plans for the Council and wider D2 area to implement those aspects of the former combined authority proposals and draft devolution deal that can be achieved without Government support.

(3) **Financial Considerations** The post was evaluated on 13 April 2016, with the scoring producing an outcome of a Grade 15. It will be funded

initially from the existing Economy, Transport and Communities budget; however, the relevant budgets for the appropriate employment and skills functions will be disaggregated and amalgamated as appropriate in the future, fully reflecting the redesigned service. It is expected the new, single service will be delivered within the existing financial envelope and will have regard to the Council's on-going strategy for budget savings.

(4) **Human Resource Considerations** The proposed post, subject to approval, will be consistent with the Council's Organisational Design Principles and will enable and support service delivery. The role will report into the Service Director Economy and Regeneration (Grade 17) as the most appropriate reporting line.

This is a permanent post that has been subject to job evaluation and the grade has been confirmed in line with the HAY job evaluation scheme at grade 15. Over the first 12 months of the post, it is possible the roles and responsibilities will change and be finalised. As such, the post may be subject to further evaluation. The Job and Person Profile is attached at Appendix A. The recruitment and selection process for the post will be undertaken in line with the Council's policies and procedures.

As the evaluation of the post was undertaken based on proposals for the service, the Job Evaluation panel has recommended that the post is reviewed in March 2017 to determine that the grade is still appropriate.

(5) **Social Value Considerations** The social value implications of this proposal are considered to be significant in that it will result in improved service design and delivery by integrating strategy development with direct provision. This will provide an enhanced service for local people and partners, will improve the targeting and use of resources and ultimately, result in better outcomes, addressing some of the key challenges around social and financial exclusion for many of our residents.

(6) **Equality and Diversity Considerations** The proposal will help address health inequality challenges which are apparent in those people out of work and will help provide more effective and targeted support for vulnerable and excluded people (learning and physically disabled) on routes into work.

In preparing this report the relevance of the following factors has been considered: legal, prevention of crime and disorder, environmental, health, property and transport considerations.

(7) **Key Decision** No.

- (8) **Call-In** Is it required that call-in be waived in respect of the decisions proposed in the report? No.
- (9) **Background Papers** Held on file within the Economy, Transport and Communities Department. Officer contact details – Joe Battye, extension 36574.
- (10) **OFFICER'S RECOMMENDATIONS** That the Cabinet Member:
- 10.1 Notes the work that has taken place so far to develop the Council's thinking and activity on improving work around employment and skills.
  - 10.2 Agrees to add the Head of Employment and Skills post to the establishment of Economy, Transport and Communities directorate and to the subsequent recruitment for a postholder at grade 15.
  - 10.3 Agrees to a review of the post in March 2017 to ensure that the grade is still appropriate.
  - 10.4 Agrees the broad range of short and longer term actions to ensure progress continues to be made.

**Mike Ashworth**  
**Strategic Director - Economy, Transport and Communities**

**JOB PROFILE**

<b>Job Title:</b>	Head of Employment and Skills	<b>Ref:</b>
<b>Department:</b>	Economy Transport and Communities	
<b>Section:</b>	Economy & Regeneration	
<b>Job Family:</b>	<i>Leadership</i>	<b>Job grade:</b>
<b>Benchmark Ref:</b>		

**Purpose of this role:**

Develop, lead and plan, the implementation of a redesigned Employment & Skills Service, that will re-engineer and reshape the work of the Council and partners, to better meet new and future challenges and to ensure local education and skills provision is reflective of the demands of the labour market, providing a labour pool made up of well qualified and highly motivated individuals.

Lead, plan and manage the Council and Partnership multi-discipline Employment & Skills, as outlined above, to deliver the strategic political and operational objectives of the Council and partner organisations.

Identify and implement the strategic approach and priorities for Employment & Skills, in alignment with the Council Plan, employer and industry growth sector requirements and local community needs, to achieve high performance and effective operational delivery, supported by systematic performance review and outcome targets.

**Key relationships:**

Line managed by the Service Director Economy and Regeneration

The role will direct, organise, influence and engage with:

- Council Leader, Cabinet and Elected Members, Chief Executive, Strategic Directors, Senior Managers and employees at all levels of the County Council, City Council and District/Borough Councils and other Local Authorities.
- Chief Executives and senior managers of partner organisations, private sector companies, voluntary sector organisations and service users, covering a broad range of operational areas, including influencing where change may not be welcome.
- Employees allocated to the programme, including direct reports, champions (service/operational specialists) and employees from partner organisations, in a matrix management approach.
- External stakeholders, partners and public, private and voluntary sector bodies including, but not restricted to, Central Government Departments (such as the Department for Communities and Local Government, the Department for Business, Innovation and Skills, and the Department for Work and Pensions).



- Universities, business schools and research organisations
- Professional bodies, associations and benchmarking organisations, for example Office for National Statistics.

### **Key result areas include:**

The key result areas relate to the whole Employment & Skills function, including the Derbyshire Combined Authority Programme and the role must:

- Develop, drive forward and embed a culture of Employment & Skills, through key areas of work, including the implementation of the dedicated youth single skills and employment strategy, improving outcomes for vulnerable young people including care leavers and NEETs, and creation of the 21<sup>st</sup> Century Guildhall for Derbyshire
- Provide advice, expertise and develop recommendations and solutions, to a wide range of complex operational and transformational issues
- Define and create programmes and project plans, setting priorities and objectives
- Develop, implement and manage the Authorities performance and governance arrangements
- Accountable for managing risks associated with the programme, developing a risk management approach to mitigate risk, whilst delivering change, transformation and different ways of working
- Lead and define the research and evidence requirements internally and with other local authorities, partners and private sector organisations, to identify initiatives, activities, innovations and areas of good practice, which could be utilised within the Council/Partners to implement the Employment & Skills program.
- Represent the Council and partner organisations at meetings and events. Give presentations and facilitate workshops/events to promote the whole Employment & Skills Programme and associated activities, to raise awareness and to influence behavioural change; for colleagues at all levels throughout the Council, other Derbyshire Councils and partner organisations
- Lead the development, understanding and implementation of Systems Thinking and Leadership approaches to maximise opportunities and benefits within the Council and partners
- Address inequality, by reducing economic and social polarisation within our most deprived neighbourhoods and amongst those residents who are furthest away from work
- Promote economic growth through regeneration, increasing the number of local jobs and providing new opportunities for local businesses.
- Secure increased local influence over national and regional employment programmes, so as to deliver better outcomes for Derbyshire residents

## PERSON PROFILE

<b>Job Title:</b>	Head of Employment & Skills	<b>Ref:</b>
<b>Department:</b>	Environment, Transport & Communities	
<b>Section:</b>	Economy & Regeneration	
<b>Job Family:</b>	<b>Leadership</b>	<b>Job grade:</b>
<b>Benchmark Ref:</b>		

	<b>Essential</b>	<b>Desirable</b>	<b>Evidence</b>
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Significant senior management experience in large public sector organisation</li> <li>• Proven experience of successful programme and change management covering a wide range of issues/services</li> <li>• Planning and successful delivery of services/ projects</li> <li>• Effective working in a political environment</li> <li>• Developing and implementing change and different ways of working</li> <li>• Leading, developing and maintaining effective relationships and networks</li> <li>• Engaging successfully with external and other stakeholders to bring about change</li> <li>• Experience and proven ability to manage, motivate and develop a team to achieve organisational objectives</li> <li>• Experience of managing budgets, monitoring performance and compliance where appropriate</li> </ul>		A, I
<b>Skills and knowledge</b>	<ul style="list-style-type: none"> <li>• Ability to create and communicate a shared vision by identifying needs, defining projects and priorities and generating strategic</li> </ul>	<ul style="list-style-type: none"> <li>• In-depth knowledge and understanding of the importance of the 21<sup>st</sup></li> </ul>	A, I

	Essential	Desirable	Evidence
	<p>policies/strategies.</p> <ul style="list-style-type: none"> <li>• In-depth knowledge and experience of the field of Employment and Skills, including Apprenticeships; this post requires up-to-date knowledge of the major policy issues, major pieces of relevant research and the impact of policy on practitioners and learners</li> <li>• High level of communication and interpersonal skills including the ability to listen, challenge and encourage debate</li> <li>• Ability to form effective working relationships with a wide variety of internal colleagues and external partners at a political and senior level</li> <li>• Ability to work closely with others to develop, promote and achieve objectives at a strategic level</li> <li>• High level of analytic skills including the ability to quickly assimilate, analyse and prioritise information from a wide range of sources</li> <li>• Knowledge of the strategic, political and operational context and the relevance and impact of transformation, innovation and new ideas</li> <li>• Significant knowledge of the complex and broad range of Council functions and services, and those of partner agencies</li> <li>• Extensive knowledge of the local government operating environment, legislative frameworks governing service provision and statutory requirements</li> </ul>	<p>Century Guildhall.</p> <ul style="list-style-type: none"> <li>• In depth knowledge and understanding of the County Council's Youth Employment Strategy.</li> <li>• In depth knowledge and understanding of the work surrounding the Derbyshire Adult Community Education Service (DACES)</li> </ul>	
<b>Personal Effectiveness</b>	<ul style="list-style-type: none"> <li>• Ability to direct, motivate and influence others</li> <li>• Ability to develop relationships</li> </ul>		A, I

	<b>Essential</b>	<b>Desirable</b>	<b>Evidence</b>
	<p>with and influence education providers, including schools, further education colleges and higher education establishments and their representative bodies</p> <ul style="list-style-type: none"> <li>• Effective interpersonal motivational and influencing skills</li> <li>• Ability to be creative and innovative to solve issues and empower others to do the same</li> <li>• Ability to establish credibility within the programme environment and to influence others</li> <li>• Honesty, integrity and trustworthy</li> <li>• Operate effectively in a political environment</li> </ul>		
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• Educated to minimum degree level and/or equivalent professional, or management qualification, along with substantial post qualification experience.</li> </ul>		D

A = Application Form, I = Interview, D = Documentary Evidence