

Report

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Report to:	Clyde Valley Learning and Development Joint Committee
Date of Meeting:	1 March 2010
Report by:	Chair of Clyde Valley Learning and Development Project Implementation Steering Group

Subject:	Clyde Valley Learning and Development Project - Shared Services Update Phase Two
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update the Joint Committee on progress achieved in the various work areas identified in phase two of the Project

2. Recommendation(s)

2.1. The Joint Committee is asked to approve the following recommendation(s):-

- (1) that the progress which has been achieved so far in relation to phase two of the project be noted.

3. Background

3.1 Phase one of the Project has been completed and progress reported at previous meetings of the Joint Committee. Phase one learning and development activities continue to be implemented on an ongoing basis.

3.2 Priorities over the past 3 months have focused on the following subject areas:-

- ◆ development of e-learning and associated infrastructure
- ◆ accredited First line Management Training
- ◆ Social Care Training
- ◆ Improvement Service Collaborative Working

3.3 Following the development day which took place on 17 November 2009, the Implementation Steering Group has identified priorities to be developed as phase three of the Project. The proposed subject areas are described in a separate paper for approval by the Joint Committee.

3.4 In addition, during the month of January 2010, the Clyde Valley Group has been working closely with the Scottish Local Government Improvement Service (IS) to promote its partnership and development agenda. Specifically, this has involved presentations made at a series of regional seminars held throughout Scotland.

4. Progress to Date

4.1 Development of E-Learning and Associated Infrastructure

- 4.1.1 During the past quarter, the major priority for the Group has been to maximise the uptake of the Brightwave e-learning management system and to progress the implementation action plans in line with projected timescales of 3 months from initiation to launch.
- 4.1.2 The incentivised discount structure agreed through the procurement process means that further discounts can still be realised beyond the current level of 25%. This can be achieved through other authorities joining the Clyde Valley Group as Associate Members and then committing to purchase the Brightwave system.
- 4.1.3 As at the time of writing, 7 member councils and one associate member (South Ayrshire Council) have committed to purchasing the learning platform from Brightwave. This triggers the 25% discount. 1 further member council is still considering its options and current priorities.
- 4.1.4 Progress in each authority is set out below:-
- ◆ East Dunbartonshire Council: Decision to purchase the Brightwave platform has been approved in principle by its Corporate Management Team (CMT), however, a further capital bid is required to guarantee future funding for years 2 and 3. The outcome of this decision is pending
 - ◆ East Renfrewshire Council: Progress has been good and its implementation plan is on schedule for going live in April 2010
 - ◆ Glasgow City Council: Already up and running, however, a new user interface (look and feel) has been designed and is currently being tested. On target for going live on 1 March 2010
 - ◆ Inverclyde Council: Although implementation is under way, there are some technical issues to be resolved relating to the council's HR Management System. Subject to resolving these issues the target date for going live is 16 April 2010
 - ◆ North Lanarkshire Council: Has purchased the 360° appraisal and content development tool. The former is already operational, and the latter went live on 15 February 2010
 - ◆ Renfrewshire Council: Some difficulties have been encountered with internal technical issues leading to slight slippage in progress with its implementation plan. Remains on target for system handover on 1 March 2010
 - ◆ South Lanarkshire Council: Key milestones have been achieved in its implementation plan, however, there are still some outstanding technical/security issues to be resolved over remote access to the system. The project remains on target for going live on 4 March 2010
 - ◆ West Dunbartonshire Council: Implementation process and projected timescales not yet agreed. This is due to a conflict of available resources and the impending recruitment of a new employee to take responsibility for implementation of e-learning
 - ◆ South Ayrshire Council: Initial meetings have taken place between key stakeholders, however, this is still at an early stage. Estimated timescale for going live is June 2010
- 4.1.5 Aberdeen City Council has requested to become an Associate Member of the Group, and is intent on purchasing the Brightwave platform should approval be granted.
- 4.1.6 The E-learning Development Sub Group has identified broad subject areas which might be targeted as a priority in the first instance. These subjects have in turn been matched with the 3 overall priorities identified by the Implementation Steering Group for phase three of the project. Subject to approval of the business case by the Steering Group, the priorities are:-

- ◆ Policy (equality/diversity, discipline and grievance, absence management, recruitment and selection, respect at work/bullying and harassment)
- ◆ Management skills (performance management, coaching, managing/leadership of change, leading change culture)
- ◆ Employee skills (dealing with change for employees)

4.1.7 A content sharing protocol has been developed and is currently being signed off by Clyde Valley Councils. This protocol opens the way to share content between each authority, and will maximise the available opportunities to develop content quickly, effectively and efficiently. All new e-learning content developed will be produced in a generic format to allow versions to be customised to meet the individual needs of each council.

4.2 Accredited First Line Management (FLM) Training

4.2.1 The pilot exercise to evaluate the programmes accredited by the Chartered Management Institute (CMI) has now been completed. The criteria selected were used to compare the product and experience of working with CMI, against that of the Institute of Leadership and Management (ILM). The criteria used to carry out the evaluation was as follows:-

- ◆ learners' experience and outcomes achieved
- ◆ cost/value for money
- ◆ customer service and responsiveness
- ◆ quality
- ◆ module topics/qualification content options meet Council needs

4.2.2 In each evaluation criterion, a comparison was made between the 2 accreditation bodies. The evaluations were informed by employee and trainer feedback and from the experience of Clyde Valley employees in dealing with each accrediting body.

4.2.3 The evaluation showed that CMI's product has out-performed the ILM alternative under each of the evaluation criteria. From a learners' perspective both programmes received positive comments from participants, however, the access to greater learning resources provided by CMI produced the better learning experience for candidates.

4.2.4 Individual candidate costs were comparatively close between both organisations when comparing like for like, however, the fact that CMI has approved the whole of the Clyde Valley Group as 1 centre and continues to waive the annual registration fee has made savings of some £10,525. This figure rises to £23,729 when taking on board officer time saved through external marking of assignments.

4.2.5 Where CMI performed less well than ILM, the issues were used to provide feedback to CMI and to improve the quality of the provision in future. These issues were associated with the nature of candidate assignments where it is thought that CMI's assignments are not as directly relevant to the workplace as those of ILM. In addition, CMI does not provide detailed candidate feedback as a matter of course.

4.2.6 Having completed the evaluation of the programme, a further business proposal has been submitted to CMI on the basis that anticipated demand across the Clyde Valley for 2010/2011 may be as much as 420 candidates. On this basis, CMI has offered a further Clyde Valley discount of 20% on candidate registration costs. On the basis of current estimates this amounts to savings of some £7,880 to the Clyde Valley.

4.3 Social Care

- 4.3.1 Progress made with initiatives under the Social Care agenda is covered in a separate paper to the Joint Committee.

4.4 Improvement Service (IS) Collaborative Working

- 4.4.1 The work of the Clyde Valley Group has been highlighted by the IS as an example of good practice in collaborative working and in developing shared services. In particular, the completion of the joint procurement exercise has been identified as a major driver in providing a common e-learning platform across local government in Scotland.
- 4.4.2 As a result of these events there has been interest from at least 6 other authorities (Falkirk, Perth and Kinross, Midlothian, West Lothian, Stirling and Aberdeen City) in buying into the e-learning contract through the Clyde Valley Group. Should these councils wish to become Associate Members of the Group, their adoption would be formally proposed to the Joint Committee.

5. Employee Implications

- 5.1. No new employee implications.

6. Financial Implications

- 6.1 Should the number of authorities buying into the contract with Brightwave reach 14, the discount for all councils rises to 27.5%, and if it reaches 20 councils the discount rises to 30%.

7. Other Implications

- 7.1. None.

8. Equality Impact Assessment and Consultation Arrangements

- 8.1. No immediate action required.
- 8.2. The Implementation Steering Group continues to meet on a regular and frequent basis and consultation on progress and implementation issues are regularly discussed.

Gill Bhatti

Chair

Clyde Valley Learning and Development Project Implementation Steering Group

12 February 2010

Previous References

Clyde Valley Learning and Development Project - Shared Services Update Phase Two – 7 December 2009
Purchase of E-Learning Services – 7 September 2009

List of Background Papers

Clyde Valley EGF Training Bid
NBSS Clyde Valley Consortium Submission - November 2006
NBSS Clyde Valley Consortium – Secondary Paper - December 2006

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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