

Report

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Report to:	Clyde Valley Learning and Development Joint Committee
Date of Meeting:	1 December 2008
Report by:	Chair of Clyde Valley Learning and Development Project Implementation Group

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

1.1. The purpose of the report is to:-

- ♦ update the Joint Committee on progress across the various work areas being delivered or developed

2. Recommendation(s)

2.1. The Joint Committee is asked to approve the following recommendations:-

- (1) that the progress that has been achieved so far in relation to phases 1 and 2 of the project be noted; and
- (2) that a new business case template introduced for use by each project Sub-Group in order to gain Project Implementation Group approval for each recommendation be noted.

3. Background

3.1 The Clyde Valley Group was formally established at a meeting of the Joint Committee on 16 October 2007. Meetings of the Joint Committee are held on a quarterly basis.

4. Progress to Date – Phase One

4.1 First Aid

4.1.1 First Aid training continues to be delivered by Glasgow City Council Direct and Care Services (DACS) on behalf of the Clyde Valley Group in a variety of venues throughout the Clyde Valley.

4.1.2 Employees from East Dunbartonshire, East Renfrewshire, Glasgow City, North Lanarkshire, Renfrewshire and South Lanarkshire Councils have accessed these courses. To date 112 courses have been run with a total of 1,253 Clyde Valley employees trained.

4.1.3 The First Aid model has been cited as an example of good practice in other aspects of the Clyde Valley Project's work, particularly in the field of Social Care training. Overcoming the logistical difficulties inherent in this delivery model has become a significant driver in addressing similar aspects of training delivery relevant to Social Care (for example training in moving and handling and food hygiene which is the subject of a separate report to the Joint Committee).

4.2 Equality and Diversity

- 4.2.1 The Equality and Diversity training package is now available to be used in each of the Clyde Valley partner councils. Each authority has taken a different approach to allowing access to this training and to review the appropriate level of employee who will benefit most from accessing the content. This issue continues to have an impact on the number of users who have access to the training.
- 4.2.2 In order to address these issues, a further user group is being established with the vendor with the aim of increasing the number of users getting access.

4.3 Delivery of Vocational Qualifications (SVQs)

- 4.3.1 Having evaluated the options to extend the use of technology in the delivery of SVQs, the Development Sub-Group has produced a business case for change which has been submitted to the Project Implementation Group for approval.
- 4.3.1 The business case recommended that the Clyde Valley Project purchases the online portfolio development tool, Learning Assistant, together with 1,059 user licences. Purchasing through the Clyde Valley will yield initial savings of £2,500 per council in start-up and installation costs, and a further saving of some £10,708 in initial licence charges.
- 4.3.2 The use of online portfolio software will, however, come into its own at the implementation phase where it has been shown that the use of this technology typically yields a saving of 33% of assessor time. This saving in time can, therefore, be reallocated resulting in increased capacity for each of the SVQ delivery teams.
- 4.3.3 The completed business case template is attached as Appendix 1.

5. Progress to Date – Phase Two

5.1 Accredited First Line Management Training

- 5.1.1 As part of the ongoing objective to achieve Best Value for the Clyde Valley Councils, this Sub-Group has been involved in evaluating the opportunities provided by another organisation which also accredits first line management and leadership training.
- 5.1.2 The Chartered Management Institute (CMI) was invited to make a presentation to the Sub-Group setting out the features and benefits of its programmes and methods. Sub-Group members then completed a series of evaluation exercises to compare the 2 accreditation bodies and to make recommendations to the Project Implementation Group.
- 5.1.3 The recommendations were to undertake a series of pilot programmes with CMI to run in parallel with the existing provision for the Institute of Leadership and Management (ILM) programmes. If, as is anticipated, these pilots are evaluated positively, the preferred option would be to transfer the Clyde Valley programmes to CMI.
- 5.1.4 The completed business case template is attached as Appendix 2.
- 5.1.5 The Sub-Group continues to work towards supporting Glasgow City Council to deliver ILM award level programmes for a first tranche of 500 first line managers. To this end, a final proposal has been submitted and approved by the Project Implementation Group to deliver this programme through the Clyde Valley Project.

- 5.1.6 A schedule of 8 award programmes has now been agreed to be delivered in Glasgow City Council between November 2008 and April 2009. These 8 programmes will be delivered by trainers from all 4 of the accredited ILM providing Councils (Glasgow City, North Lanarkshire, Renfrewshire and South Lanarkshire Councils). Each Council will deliver 2 programmes each.
- 5.1.7 Training staff will effectively be seconded to the Clyde Valley Project for the duration of each training programme, thereby maximising the overall capacity of the Clyde Valley to deliver this training programme within the required timescale.
- 5.1.8 Progress with this model will be evaluated at the end of each course and at the end of the 8 scheduled programmes.
- 5.1.9 The completed business case template is attached as Appendix 3.

5.2 Management Development

- 5.2.1 North and South Lanarkshire Council's are now delivering the newly accredited Management Development Programme in partnership with Glasgow Caledonian University (GCU). Induction for the first certificate level programmes has been completed with employees from both Councils participating jointly at GCU's campus.
- 5.2.2 Having established this programme and agreed costs as a partnership between the 2 Lanarkshire Councils and GCU, the costs of delivery are now the subject of discussion. The issue being that GCU is seeking to establish a revised charging policy which will apply to all other Councils purchasing the accredited programmes, including other Clyde Valley Councils.
- 5.2.3 Negotiations are ongoing between representatives of the Clyde Valley Project and the University's business development department with the aim of securing a more competitive rate for all the Clyde Valley Councils. GCU representatives have been invited to discuss the charges at a meeting to be held in December 2008.
- 5.2.4 Alternative accredited Management Development Programmes are also being evaluated in parallel by Clyde Valley Councils including the proposals in development by the Improvement Service and by the University of West of Scotland.

5.3 Social Care

- 5.3.1 Progress with the Social Care training agenda is covered in a separate paper to the Joint Committee.

5.4 Equality Training

- 5.4.1 The Equality and Diversity Sub-Group has identified a number of areas of common concern which include:
- ◆ training for Equality Impact Assessment
 - ◆ provision of translation and interpreting services
 - ◆ consistent standards for equalities training
- 5.4.2 In terms of priority, establishing a consistent standard for equality training in Councils is felt to be key. The Sub-Group is currently identifying an appropriate person to undertake the task of drawing up such standards.
- 5.4.3 Once these proposed standards are in draft, they will be circulated for consultation with relevant stakeholders.

5.5 Elected Member Training

- 5.5.1 The Clyde Valley Network Group established to review training opportunities for elected members has begun to circulate information between Councils where shared events can be held.
- 5.5.2 In the first instance, Glasgow City Council is running a course entitled 'Introduction to Local Government Finance' for elected members. The course is being delivered by the Chartered Institute of Public Finance and Accountancy (CIPFA). Glasgow City Council has invited the Clyde Valley Councils to participate in this course by nominating one elected member to attend free of charge. 7 Councils have taken up this offer and will be represented.

6. Employee Implications

- 6.1. The first incidence of Clyde Valley staff delivering training for other Councils is imminent. As there is provision within the grant funding to allow secondment of staff to the Clyde Valley, nominated trainers from participating Councils will be released to the Project on a daily pro rata basis.

7. Financial Implications

- 7.1. A proposed daily secondment rate has been agreed by the Project Implementation Group to cover the trainer's time and this can be accommodated within budget.

8. Other Implications

- 8.1. None

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. An initial Impact Assessment was completed on 3 November 2008 using the South Lanarkshire Council online assessment tool. The assessment was completed with contributions from members of the Project Implementation Group.
- 9.2. Consultation has taken place with the Member Authorities.

Gill Bhatti

Chair, Clyde Valley Learning and Development Project Implementation Group

4 November 2008

Previous References

Clyde Valley Joint Committee Progress Report – September 2008
Clyde Valley Legal Agreement Between Members – June 2008
Clyde Valley Project – 2007/2008 Annual Accounts – September 2008

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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Clyde Valley Learning and Development Project

Business Case for Change

1. Subject Area:

Delivery of SVQs using online portfolio (Learning Assistant)

2. Current Situation (Including provider, costs, numbers):

The majority of Councils deliver vocational qualifications internally as opposed to delivered by an external provider. In many cases this is linked to income generation. There is a significant variance in the delivery costs of qualifications across the Councils. The variance generally relates to the following factors:-

- number of candidates
- ratio of candidates to assessors
- time taken to achieve qualification is variable
- level of support offered to each candidate
- training of assessors
- use of technology

3. Driver(s) for change:

- three Clyde Valley councils have already purchased and are using Learning Assistant for online portfolios with demonstrable savings as a result
- opportunity for cost reduction through benchmarking and economies of scale
- potential time reduction of 33% of assessor time through reducing the number of assessor visits and travelling time
- time spent on recording evidence
- general administrative time saving
- achieve 'Best Value'
- opportunity to purchase system and licences at preferential rates for Clyde Valley
- reduced stationery costs, as the portfolio is online and instantly visible to the candidate and assessor

4. Options:

- status quo i.e. traditional paper portfolio approach
- move to online portfolio approach

5. Recommendations:

Due to the potential benefits outlined in Section 3 above, the Clyde Valley Group should purchase Learning Assistant for all interested councils and also purchase licences centrally at a preferential rate. (See Appendix 1)

6. Risks :

Risk	Mitigation
Fear of using technology	Can be overcome with training, consulting with colleagues and expertise
Lack of PCs	Can be accessed remotely from home, library etc
Reduction in assessor's posts	Can increase capacity for other activities/increase the number of SVQs delivered

7. New costs (if available):

Start-up fee is waived - £2,500.00 saving per council.

Potentially 4 councils = £10,000.00 (or more if Ayrshire councils are involved)

Package cost comparison for Learning Assistant is as follows:

	Standard Proposal	Clyde Valley Proposal	Savings
System Setup Training – 1 day Licences - 50	£5760	£2350	£3410
System Setup Training – 1 day Licences - 100	£7680	£4100	£3580
System Setup Training – 1 day Licences - 250	£14300	£8100	£6200

Additional licences can be purchased by the Clyde Valley either on an individual basis or on a sliding scale.

Candidate Licence	Standard Licence	Clyde Valley Licence	Savings
1	£48.00	£35.00	£13.00
250	£38.40	£30.00	£8.40
500	£33.60	£25.00	£8.60
1000	£28.80	£20.00	£8.80

Licences are valid for the duration of the VQ up to a maximum of 5 years

Projected numbers for licences until 2010 are as follows:

East Renfrewshire	50
Glasgow City	616
Renfrewshire	170 (includes 20 S.W)
South Lanarkshire	260 (includes 20 S.W)
North Lanarkshire	0
Total	1096

On the basis of the numbers presented savings to the Clyde Valley are £20,100.00 plus 33% of assessor time.

8. Timescale:

December 2008

9. Next actions:

- verify councils that wish to be included
- verify number of licences
- contact Learning Assistant with Purchase Order details
- arrange for set up, customisation and training

Clyde Valley Learning and Development Project

Business Case for Change

1. **Subject Area:**
Accredited first line management training. (Institute of Leadership and Management –ILM –v– Chartered Management Institute – CMI)
2. **Current Situation (Including provider, costs, numbers):**
 - Currently four accredited ILM Centres within Clyde Valley (GC, NLC, RC, SLC)
 - Each are at different phases of approval – i.e. varying registration renewal dates
 - Costings based on individual Council membership i.e. not a Clyde Valley (CV) approach
 - ILM not prepared to accommodate a new Clyde Valley approach which offers savings
3. **Driver(s) for change:**
 - ILM intransigence
 - Other providers available
 - Need for comparable provision and Best Value
 - Opportunity for CV to review and evaluate mutually beneficial options
4. **Evaluation of options:**
 - SWOT analysis carried out by Sub-Group and Force Field analysis with weightings
 - Presentations to the Sub-Group from both parties(ILM and CMI)
 - Analysis based on all factors
5. **Recommendations:**
 - Clyde Valley should undertake a pilot programme or programme(s) with CMI to run in parallel with existing provision, subject to additional questions on costs etc being answered satisfactorily by CMI.
6. **Risks (including proposed mitigation):**
 - SWOT analysis and questions identified risks associated with new provision viz:

RISK	MITIGATION
1) New partner – unknown processes and levels of customer service etc	Pilot Programme(s) Discuss with existing clients
2) May involve change of materials	Clarify before embarking on pilot Discuss with existing clients
3) Costs still need to be finalised	Clarify before embarking on pilot
4) Poor perception of change from one accreditation body to another	Marketing of programme and reasons for change needs to be considered as part of rollout

7. New costs (if available):

Current ILM costs

- Approval (four yearly) = £1200 per Council (currently four approved)
- Individual candidate registration = £70 per candidate

CMI structure – potentially eight Clyde Valley Councils

- Save £795 per council on initial registration
- Annual fee for Clyde Valley £1195
- Alternatively £595 per individual Council
- Therefore annual fee to be confirmed and individual registration fee (not confirmed)

8. Timescale:

- Aim to start pilot January 2009
- Evaluation points at three month and six month comparative

9. Next actions:

- Further questions / information from CMI
- Agree pilot structure – two Councils in parallel
- Discuss with existing customers – e.g. Fife / West Lothian Councils

Principal SWOT areas identified

ILM

Strengths

- Already developed systems and programmes
- Already approved (4 CV Councils)
- Recognised and respected qualification
- Developed programme content

Weaknesses

- Heavy on people resources
- Bureaucratic
- Inflexible (re charges, CV requirements)
- Poor customer service in addressing problems

CMI

Strengths

- Reduced workload for CV staff
- Fast-track accreditation and lower level of bureaucracy
- Willing to negotiate and be flexible on costs
- Only one assignment – externally marked

Weaknesses

- An element of the unknown – based on promises of service levels
- Not agreed precise costs as yet

Business Case for Change

1. **Subject Area:**

Providing the capacity to deliver accredited first line management programmes (ILM) for Glasgow City Council

2. **Current Situation (Including provider, costs, numbers):**

- Glasgow CC has identified over 2,000 managers requiring accredited management training (first tranche of 500 to be addressed)
- Existing internal training capacity would mean this cannot be completed within required timescale
- Clyde Valley has four councils accredited to deliver ILM
- Structure of Glasgow's ILM programme has been changed to a blended approach moving from eight days to four days of classroom based training with remaining modules delivered online
- CV partners have committed to supporting this programme

3. **Driver(s) for change:**

- Glasgow people strategy
- Demand requirement and short timescale
- Existing capacity in CV councils
- Accreditation already achieved

4. **Evaluation of options:**

- Non accredited training – not adequate
- Extend timescale – does not meet Glasgow's requirements
- External provision – not resourced
- Clyde Valley Councils make contribution (in staffing) along with Glasgow internal trainers – optimal solution

5. **Recommendations:**

- Eight ILM programmes have been scheduled to run between November 2008 and April 2009. The Clyde Valley councils should deliver these programmes
- The accredited councils (Glasgow, North Lanarkshire, Renfrewshire and South Lanarkshire) should deliver two programmes each (four days of training per programme)
- Staff delivering the programmes will be available to provide four days of training per programme. These staff will be seconded to Glasgow CC for the delivery and councils will be re-reimbursed for the secondment on a pro-rata basis
- Glasgow CC should contract with a third party to mark assignments

6. Risks (including proposed mitigation):

RISK	MITIGATION
1) Delivery of unfamiliar material/policies	Workshop to review materials Shadowing delivery Liaison with Glasgow trainers
2) Costs to providers	Costs covered through secondment arrangement
3) Existing capacity requirements for CV councils	Needs to be planned in to service delivery plans/training schedules and reviewed at appropriate intervals

7. New costs (if available):

- Daily rate and expenses for secondees to be agreed by CV Steering Group
- No additional development costs beyond standard delivery costs of programme
- Costs to Glasgow of external marking of assignments

8. Timescale:

- Initial programme from November 2008 till April 2009
- Evaluation after each programme with overall evaluation post April 2009

9. Next actions:

- Agree secondment charge rates
- Finalise schedule
- Trainers shadow Glasgow trainers for delivery
- Trainers familiarise themselves with materials and process
- Commence delivery November 2008