

**Clyde Valley
Local Authorities
Consortium**

**Efficient
Government
Fund
Stage 2 Bid**

Towards 2010

-

**Clyde Valley
Learning and
Development**

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1 CONTRIBUTION TO THE EFFICIENT GOVERNMENT AGENDA

Local government employees in Scotland make up a significant proportion of the overall workforce (10.1%), delivering vital services to the community. In the Clyde Valley these employees number some 100,384.

All of these employees require appropriate training and development which allows them to do the job for which they are employed. This training should also prepare them for any changes in service delivery which may occur. Given current debate around public sector reform and shared services, optimising employee potential to deal with change would be a worthwhile investment.

This submission sets out proposals for providing these learning and development opportunities in the most efficient and effective way possible.

The proposals are focused on what can be achieved within the Clyde Valley consortium. The consortium of eight local authorities is viewed as a regional centre for excellence from which may evolve models suitable for a wider national public sector application. Development, delivery and assessment of workforce training, as identified in the bid, will be piloted in the Clyde Valley areas, allowing for evaluation and revision to the proposals over time.

Our vision is to develop relevant, high quality training to the local government workforce which demonstrates consistency in access and provision, efficiency in development, delivery and assessment and sufficient flexibility to take account of local priorities and preferences.

The Clyde Valley Consortium has been formed under direction from the Chief Executives' Forum to deliver this vision. However, there has been significant discussion on the direction of the bid proposals with other interested parties. Notably these include Fife Council, the Improvement Service and the Executive, Society of Personnel Directors, Scotland (SPDS).

2 EXECUTIVE SUMMARY

The Clyde Valley Consortium, a partnership of eight local authorities located in West Central Scotland, has developed a business case for change which focuses on the design, implementation and delivery of training and development provision within its member Councils. Through a detailed analysis of costs, methods, current practice and shared experience, the Consortium believes that a robust case can be made to work smarter, more efficiently and in a spirit of partnership to deliver more efficient training and development practices.

The bid has been developed in two phases. The first phase outlines a proof of concept based on specific savings in the areas of First Aid training, delivery of

Vocational Qualifications and Training in Equal Opportunities. This analysis alone projects savings of some £877,633.00 (Net Present Value), to the year 2010. On this basis it is proposed that phase two will continue to develop the case for change in other high volume areas of training and development, such as CPD for Teachers, Social Care, accredited training in Leadership and Management and Information Technology.

The case for change indicates clear scope for the projected efficiencies to be replicated and developed further by local authorities throughout Scotland, generating significant savings in costs and time, resulting in fundamentally changed working practices for local government in Scotland.

3 THE CASE FOR CHANGE

In establishing the Clyde Valley Training Consortium bid, the group have from the outset, aimed for solutions which result in working smarter and more efficiently through harnessing the expertise and experience of the group. It was recognised that the group's recommendations to identify more efficient ways of achieving our objectives, will result in time savings or cash savings, and in some situations both. The Consortium has sought to maintain this ethos of working smarter as the basis of each business case for change.

The Consortium has identified seven distinct subject areas with potential for modernisation, change and more efficient delivery. These subject areas have been selected on the basis of the identified needs of the Clyde Valley Consortium members and also the national agenda for strategic learning and development for local authorities in Scotland. The models outlined have therefore a high degree of commonality both regionally and nationally and have the potential to be replicated by regional groups throughout Scotland.

The Consortium has chosen to submit a business case for change in two phases. In the first instance the objective is to demonstrate a detailed analysis of cost and process savings in areas where data on current practice was relatively easy to obtain. To this end three subject areas were selected, namely; First Aid training, Vocational Qualifications and Equal Opportunities training. The case for identifying further subject areas will be developed in the second phase of the bid, where provisional work is already underway to analyse the subjects of accredited programmes through the Institute of Leadership and Management (ILM), IT training, CPD for teachers and training programmes in Social Care.

3.1 Critical Success Factors (CSF)

For each specific training category identified the Critical Success Factors will be the ability of the consortium to meet the identified demand for training over a sustained period (until 2010), using more cost efficient methods and without sacrificing quality of delivery.

Headings for each subject area

- ◆ Current delivery arrangements
- ◆ Options considered
- ◆ Proposed delivery arrangements
- ◆ Specific measure of success
- ◆ How measured
- ◆ Timing of benefits

3.2 Subject Areas

First Aid

Background

All local authorities are required under the Health and Safety (First Aid) Regulations 1981 to ensure that First Aiders are trained and suitably qualified in appropriate numbers to cover all eventualities for Council employees. Although no specific recommendations are given regarding the ratio of First Aiders to employees in any given location, it is generally recognised that there should be at least one trained person for every 50 employees.

Current Delivery

Historically, each Council has taken responsibility for the provision of First Aid training on a piecemeal basis. This often involves devolving responsibility to individual Services, Units or Establishments. This results in small demand for training in each sub unit, a lack of coherence in approach and potentially missed opportunities for economies of scale in procurement. In addition the resulting model is by necessity one of external procurement on a piecemeal basis.

Options Appraisal - Opportunities for Efficiencies

Through consideration of the projected demand for First Aid provision for the consortium as a whole (all eight authorities), the opportunity exists to consider alternatives to the existing provision. Based on the assumptions for projected demand for each of the three standard courses, it is evident that cost savings can potentially be achieved through three options.

Options

1. Providing the training internally on a consortium-wide basis
2. Achieve a more competitive rate from one or more external providers
3. A combination of partial in-house delivery and external purchasing

Option Appraisal

Option 1

Internal delivery has the potential to meet existing demand across the consortium at a significantly cheaper unit cost for each of the courses provided. The unit costs are defined as the cost of delivery of each course per person. The projections are as follows:

- ◆ 4 Day First Aid £47.04
- ◆ Refresher Training £23.43
- ◆ Appointed Person £11.70

In every authority, these unit costs are lower than the cost of their existing provision. Individually and collectively there is potential for annual savings (£80,267.46) through this approach. This represents a collective saving of some 57%.

This approach also has the potential to generate income, through selling First Aid training to other authorities and public sector partners. The current “slack” based on employing two trainers allows for 72 days spare capacity.

This model also has the potential to be replicated throughout Scotland, and in other parts of the public sector. It should also be noted that the model is based on a conservative estimate of class sizes of 12. In practice these classes can increase to 16 or more, with a consequent further reduction in unit costs, increase in capacity and overall cost savings.

Option 2

The option to continue to purchase the training from an outside provider may also have benefits if the training is purchased on a Consortium basis rather than piece meal as happens at present. The greater purchasing power of the partnership, based on higher volumes, economies of scale and the purchaser having greater choice, is likely to offer an opportunity to negotiate more competitive rates. The purchasing decision could therefore be taken in the basis of comparing unit delivery costs per course of using external providers with the calculated unit costs per course of internal delivery.

Option 3

A combination of options 1 and 2 would offer a solution which both saves costs and is capable of handling fluctuations in demand. The demand can be covered by option 1 using 2 trainers. Should there be a marginal rise in demand (exceeding the slack of 72 days) this could be procured from an external provider. This may not generate as competitive a rate as option 2 (smaller volumes), but would save an investment in a third trainer till the investment was justified. (See caveat)

Caveat

This financial model and the options appraisal are sensitive to demand. As the model is based on employing two trainers to deliver the training, the savings are maximised when they are working to full capacity. Should demand increase beyond the spare capacity of 72 days, there are two options for consideration.

1. Employ a third trainer
2. Purchase the additional days from an external provider

Should the demand rise by a significant degree, and over a sustained period, the former option would have merit. The additional costs of £30,890.90 per annum would need to be added to the projection. (Or 50% of these costs should a part-time trainer be required.)

Should the demand run at a level close to full capacity for the two trainers, this may be covered through increasing the size of the classes or through external procurement.

A detailed breakdown of the analysis is included in Appendix 1

Conclusion and Recommendation

On the basis of the option appraisal, it is proposed to deliver First Aid training through internal delivery on behalf of the consortium members as outlined above in option one. Selecting this option is projected to yield efficiency savings over a five year period of **£401,337.28**.

There is also considerable scope for other Councils in Scotland to replicate this model thereby generating comparable savings on a National basis.

SVQ Delivery

Background

Each Council within the Clyde Valley Consortium currently provides a range of vocational qualifications (VQs) for their employees. Subject areas are variable but generally include qualifications at different levels, including Modern Apprenticeships, in a variety of subjects. Examples of subject areas include:

- ◆ Administration
- ◆ Construction (various)
- ◆ Social Care
- ◆ Child Care

The delivery of administration vocational qualifications represented the area of greatest commonality across the partnership; this was therefore selected for a detailed appraisal study to identify potential efficiencies and improvements. The audit involved data gathering relating to delivery costs, staffing costs and a range of quantitative and qualitative benchmarks. A working group comprising of staff who deliver these qualifications was also established to consider future development initiatives to support resource sharing and collaborative working.

Collation of comparative costs has also taken place in relation to the qualification themes. It is proposed that similar option appraisals will be carried out by representatives of the relevant professional discipline within each of the partner Councils, should the bid be approved.

Key Findings

The majority of Councils deliver vocational qualifications internally as opposed to outsourcing to an external provider. In many cases this is linked to income generation and local factors. The assessment confirmed that there is a significant variance in the delivery costs of administration qualifications across the Consortium. The variance differential generally relates to the following factors:

- ◆ Number of candidates
- ◆ Age and experience of candidates
- ◆ Ratio of candidates to assessors
- ◆ Time taken to achieve qualification
- ◆ Level of support offered to each candidate
- ◆ Training of assessors
- ◆ Use of technology

Objectives Arising from the Administration Option Appraisal Study

The key aim of the study was to identify opportunities for financial efficiencies and establish improved service provision within existing resources. To facilitate this, the working group established 5 key objectives.

1. Establish partnership cost and delivery standards
2. Identify efficiencies through collaborative working
3. Rationalise the number of assessment centres within each Council
4. Establishment a partnership procurement agreement
5. The modernisation of working practices

1. Establish Partnership Cost and Delivery Standards

Rationale

The appraisal identified significant variance in cost and delivery standards. For example, delivery costs for the Level 3 VQ in administration across the partnership ranged from £1,134.00 per candidate to £2,173.00. There were also variables relating to assessor time with candidates and time taken to complete qualifications such as qualification attainment times varying from 12 months to 24 months.

The appraisal highlighted the potential benefits that could be yielded through benchmarking with a view to establishing key performance indicators (KPIs) for the partnership to work towards. The example shown below demonstrates the business case using mid range figures deemed viable for each variable.

Example KPIs and potential savings

Description

Proposed Key Performance Indicator

<i>Cost of delivery per candidate</i>	£1,475.00
<i>Assessor contact time:</i>	1.5 hours @ 3 weeks
<i>Assessor candidate ratio:</i>	40 candidates
<i>Time scale to complete qualification:</i>	18 months

The effect of applying the above cost and delivery standard model in this particular example is as follows:

Council	Current Programme Cost (existing candidates)	Programme Costs (based on 40 candidates)	New Programme Cost (based on 40 candidates @ KPI - £1475)	*Financial Saving Per 18 month programme	*Capacity Equivalent (Additional candidate qualifications)
A	£65,450	£74,800.00	£51,625	£23,175	16
B	£76,055	£86,920.00	£51,625	£35,295	24
C	£58,470	£66,822.86	£51,625	£15,198	10
Savings				£73,667.86	50

(* The model illustrates that savings can be translated into **either** financial savings from the same level of resource, **or** capacity savings allowing an increase in number of trainees from the same resource.)

Utilising options within the bid which will include procurement, modernising working practices and sharing resources, each partner will ensure the delivery of administration vocational qualifications is within the above delivery standard targets, allowing necessary adjustments for normal inflation costs. This example relates to one qualification area and it is proposed that development monies through the bid will allow the partnership to expand this model to other vocational qualifications and achieve greater savings and economy of scale.

In addition to potential financial efficiencies it is estimated that the new delivery standards, supported by modern working practices will enable Councils to divert staff resources to increase the number of qualifications available to employees within existing resources. This will enhance the delivery of customer service in relation to developing a qualified and flexible workforce and support capacity building and continuous improvement.

2. Identify Efficiencies Through Collaborative Working

Further potential for efficiencies have been identified through collaborative working in relation to sharing resources and the elimination of the duplication of development work. An example of this is joint working in relation to the development of new vocational qualification standards that takes place on a three yearly basis. Projected savings based on this model are:

Development days (3 assessors x 26 days)	Current cost of development by 5 Councils	Total potential savings through shared development
£5,727.00	£28,637.00	£22,910.00

In addition the working group involved in the detailed study, identified many other examples of joint development work including the sharing of verification staff, and allocating lead authorities to undertake development work on behalf of the partnership. It is further proposed that a good practice toolkit including joint assessment materials be developed to support qualitative performance standards, namely:

- ◆ Cost of delivery
- ◆ Assessor contact time
- ◆ Assessor / candidate ratio
- ◆ Timescale to completion of qualification

This potentially could be shared beyond the partnership and yield significant benefits for all 32 Scottish Councils.

3. Rationalise the Number of Assessment Centres Within Each Council

The majority of partner Councils have more than one Scottish Qualification assessment centre. There is the potential to achieve efficiency savings by amalgamating these centres so that each Council administers qualifications from a single approved centre. Based on one example in South Lanarkshire, which currently oversees 100 candidates per year, the following savings are projected.

Centre management (5% of time grade 3 level 8 – PO6)	Centre contact (10% of time grade 3 level 1- AP4)	Total savings per year
£1,560.00	£2, 089.00	£3,649.00

Savings generated through this model would be through reduced centre registration fees, and decreased management/administration time.

Initially this model would be applied on an individual Council basis, however in the longer term there is the potential for the partners to consider a feasibility study in relation to moving towards a consortium assessment centre model.

4. Establish a Partnership Procurement Agreement

The working group established two key areas for delivering savings through procurement.

Each individual Council has themes of low volume qualifications for specialist areas. This means economy of scale is difficult to achieve. This is generally in areas of engineering, construction and craft. An initial examination of data by the working group confirms that some external procurement costs vary. For example costs relating to the same qualification (joinery), varies from £2,951.75 to £3,929.30. The bid will therefore identify areas where a joint procurement approach will facilitate further efficiencies. The business case for savings in this area requires further analysis. Nonetheless it is anticipated that procurement savings will be realised as a result of this analysis, and this will be fully appraised in stage 2 of the project.

5. The Modernisation of Working Practices

The working group identified a number of areas in which the use of information technology could streamline assessment practice. Options include the use of on-line learning management systems and digital voice and image recordings. Potential savings can be made in:

- ♦ the areas of reducing the number of assessor visits
- ♦ supplementing assessor time with blended learning
- ♦ reduction in assessor travel time
- ♦ time spent on recording evidence
- ♦ general administration

Example savings using South Lanarkshire on-line assessment system

Average number of hours with candidate per annum	Time saved per year with candidate	Hourly assessor rate	Total per candidate	Total per assessor per annum on average number of 35 candidates
36	(20%) 7.2 hrs	£10.49	£75.50	£2,642.50

The benefits of technology are more readily available and applicable to generic qualifications as opposed to specialist professional disciplines, for example Social Care. However where applied, some Councils could potentially utilise appropriate technology to support them in achieving the financial savings in section 1. There is also potential to increase staff capacity through this form of efficiency.

Expanding this example (taken from the delivery of the Administration level 3 VQ) to those members of the Consortium who employ assessors yields the following figures

			Application of above formula	
Council	Current no of trainees	20% increase (18mth comp)	Cost saving in salary	Capacity equivalent
A	90	108	£28,050.00	18
B	20	24	£7,243.33	4
C	34	41	£8,358.33	7
D	63	76	£34,450.50	13
E	30	36	£12,993.33	6
			£91,095.49	47

The above example demonstrates that the modernisation of work practices will actively support Council partners in achieving the key performance standards. Potentially, with investment in appropriate technology, significant savings could be achieved which will enable Councils to redeploy staff resources to improve overall service provision.

This aspect of modernisation provides further flexibility, depending on demand, to generate cost savings in assessor salaries (£91, 095.49) or to increase the number of VQ candidates by some 47 per 18 month programme.

Recommendation

Each of the five aspects of the appraisal has scope to generate efficiencies in delivery. The methodologies investigated suggest that more than one approach can be tackled independently as the benefits projected are mutually exclusive. Different authorities will use the best case scenario for their own Council in order to maximise the efficiency savings. On this basis the total projected efficiency savings for the delivery of VQs are as follows:

Delivery of level 3 VQ in Administration

(using new KPI data of 40 candidates per 18 months and example of modernising working practices)

Savings by 2010 (Best Case Scenario for each Council)

£364,055.49

Efficiencies through collaborative working

£22,910.00

Rationalised centres (4 years x £3,649.00)

£14,596.00

£72,980.00

(Times 5 for each authority where savings would apply)

Procurement Procedure

To be evaluated

Total savings by 2010

£459, 945.49

(not including Procurement)

A more detailed breakdown of the savings projection is provided in appendix 2.

Equal Opportunities

Background

Training for employees in equality issues is a key area for all Councils and all employee groups. Research conducted by CoSLA (2005) indicates that there is significant variation in the specific subject matter covered, methods of delivery and cost. This pattern is common to the Clyde Valley authorities also where there is little consistency in terms of approach to this type of training, no common organizational of employee groups, diverse delivery methods and costs. Councils share a common aim to develop a more representative workforce while also seeking to ensure consistency in standards across the whole of Scottish local government. There is also an acknowledgement that demand for this broad area of training is likely to increase ever more quickly as a result of recent changes in legislation (Race Relations Amendment Act, Disability Discrimination Act, Sex Discrimination Act).

Best Value

The structure and content of the Best Value criteria also provide a major driver for Councils to ensure that appropriate training is provided in Equal Opportunities. In each of the published reports arising from those Best Value audits completed to date, specific attention has been directed to this subject. It is clear that Best Value audits will continue to place great emphasis on establishing successful and effective learning and development programmes covering all Consortium member employees.

Current Position

Some Councils have taken a council-wide approach to diversity training, ranging from specific legislative driven courses to more generic 'managing diversity' provision. In some instances, the focus of provision has been race equality in the first place with other equality themes added on.

The audit of the Clyde Valley Local Authorities' provision demonstrates a recognition of the importance of equality and diversity training for employees but different levels of activity and approaches to delivery in each Council. This may be a reflection of competing priorities, constraints on budgets and sometimes organizational structural arrangements. Responsibility for this type of learning does not always lie with the Personnel or HR function.

Proposals

Having reviewed current provision, the Clyde Valley Consortium believes that a consistent approach to equality and diversity training for employees would result in a more efficient approach to diversity training, and lead to savings in development activity in the longer term. However, it is equally important that authorities retain the flexibility to act to meet local needs and priorities.

There should also be a Council-wide approach which ensures that all employees (especially frontline employees) are given the equalities training that they need to do

FIRST AID TRAINING – COST SAVING EXAMPLE

	East Dun'shire	East Renf'shire	Glasgow	Inverclyde		North Lanarkshire		Renfrew	
First Aid									
Day Course	£150	£180	£87.50	£110	£200	£160	£130	£198	£120
Refresher	£90	£120	£60		£100	£90	£75	£124	£120
Point Person	£40	£60	£19.25		£50	£45	£37	£40	
Trainers (4 Day)	72	17	258	11	9	44	4	25	3
Trainers (Refr)	72	7	176		29	68	10	5	1
Trainers (AP)	30	42	66		17	122	7	35	
Total Costs				£1,210	£5,550	£18,650	£1,529	£6,970	£6,200
Total Costs	£18,480	£6,420	£34,405.50	£6,760		£20,179			£24,200
Proj Demand (4 Day)	72	17	316	11	9	44	4	25	
Proj Demand (Refr)	72	7	234		29	68	10	5	
Proj Demand (AP)	30	42	137		17	122	7	35	
Demand Costs (4 day)	£10,800	£3,060	£27,650	£1,210	£1,800	£7,040	£520	£4,950	£2,500
Demand Costs (Refr)	£6,480	£840	£14,040	£0	£2,900	£6,120	£750	£620	£3,700
Demand Costs (AP)	£1,200	£2,520	£2,637.25	£0	£850	£5,490	£259	£1,400	
Total Proj Demand	174	66	687	66		255			3
Projected Costs	£18,480	£6,420	£44,327.25	£6,760		£20,179			£24,200
	Note 1		Note 3						
	Note 2								
Note 1	EDC Doesn't include SW figures								
Note 2	EDC Includes estimate for AP training								
Note 3	GCC Demand based on average demand over two years								

FIRST AID TRAINING – COST SAVING EXAMPLE

Demand

	<u>Annual</u>	<u>5 Year</u>		
Demand for 4 Day	585	2,925	Demand Estimate p.a.	1,844
Demand for Refr	803	4,015	Cost Estimate p.a.	£142,049
Demand for AP	456	2,280		
			5 Year Demand	9,220
Total demand	1,844	9,220	5 Year Costs	£710,246

	<u>Annual</u>	<u>5 Year</u>
Cost for 4 Day	£68,495	£342,475
Cost for Refr	£57,152	£285,760
Cost for AP	£16,402.25	£82,011

Options

Internal Delivery

Costs	
Basic Salary AP3	£20,073.90
Superannuation	£3,011.09
Nil	£1,605.91
Gross Salary costs	£24,690.90
Training/recruitment (1 off estimate)	£3,500.00
Training delivery costs (Materials, travelling)	£2,700.00
Estimated cost per trainer	£30,890.90
Cost of two trainers (minimum requirement)	£61,781.79

Capacity

			Courses	Days
4 day Course	585	per year		
Classes of 12 (4 days)			49	196
Refresher Training	803	per year		
Classes of 12 (2 days)			67	134
Appointed Person	456	per year		
Classes of 12 (1 day)			38	38
Total Training days required				368
Spare Capacity in days (2 trainers)				72

FIRST AID TRAINING – COST SAVING EXAMPLE

Comparison of costs

Current Delivery

Cost of delivery of 4-day course	585	attendees	£68,495.00
Cost of delivery of refresher	803	attendees	£57,152.00
Cost of delivery of App Person	456	attendees	£16,402.25
Total			£142,049.25

Estimated cost of internal delivery **£61,781.79**

(Spare capacity of 72 days)

Annual Savings **£80,267.46**

5 Year Comparison

Unit Costs of Internal Delivery

Current Delivery	£710,246.25	4 Day Course	£47.04	per person per course
Internal Delivery	£308,908.97	Refresher Training	£23.43	per person per course
5 year Savings	£401,337.28	Appointed Person	£11.70	per person per course

Vocational Qualifications

Summary of Savings for Councils who Deliver Internally

Council	Best Case Scenario Savings per Authority	Collaborative Working	Rationalised Centres	Total Savings per Authority
A	£84,150.00	£4,582	£14,596	£103,328
B	£105,885.00	£4,582	£14,596	£125,063
C	£25,074.99	£4,582	£14,596	£44,253
D	£103,351.50	£4,582	£14,596	£122,530
E	£45,594.00	£4,582	£14,596	£64,772
	£364,055.49	£22,910.00	£72,980.00	£459,945.49

Equal Opportunities Training – Comparison of Costs Blended Learning versus Classroom Based

No of employees in SLC	15,562				
Total no in Consortium		100,384	Managers		
SLC Managers in scope	8,234		E-learning	Two thirds of scope	35,403
Total Managers in Consortium		53,103	Classroom	One third of scope	17,700
SLC Other employees in scope	7,328		Non managers		
No of Non managers in Consortium		47,281	E-learning	Two thirds of scope	31,521
			Classroom	One third of scope	15,760

E-learning Approach

Managers		Non managers	
35,403 Licences @ £2.50	£88,507.50	31,521 Licences @ £2.50	£78,802.50
Customisation and SCORM	£950.00	Customisation and SCORM	£950.00
Hosting and Maintenance (4 years at £800.00)	£3,200.00	Hosting and Maintenance (4 years at £800.00)	£3,200.00
Sub total	£92,657.50	Sub total	£82,952.50

Equal Opportunities Training – Comparison of Costs Blended Learning versus Classroom Based

Cost of Classroom based delivery

Managers	
Number to be trained (one third of scope)	17,700
Courses of 16 delegates require	
1,107 courses @ £350.00 per day	£387,450.00
Course development and materials	£8,000.00
Total delivery costs (Classroom)	£395,450.00
Overall costs of delivery - managers' course	£488,107.50

Comparison of Costs if full Classroom Delivery

Number of managers in Scope	53,103
Courses of 16 delegates require	
3,319 courses @ £350.00 per day	£1,161,650.00
Course development and materials	£8,000.00
Total delivery costs (Classroom)	£1,169,650.00

Savings from Blended Learning Approach

Managers' Training	£681,542.50
Overall Savings	£1,288,440.00

Cost of Classroom based delivery

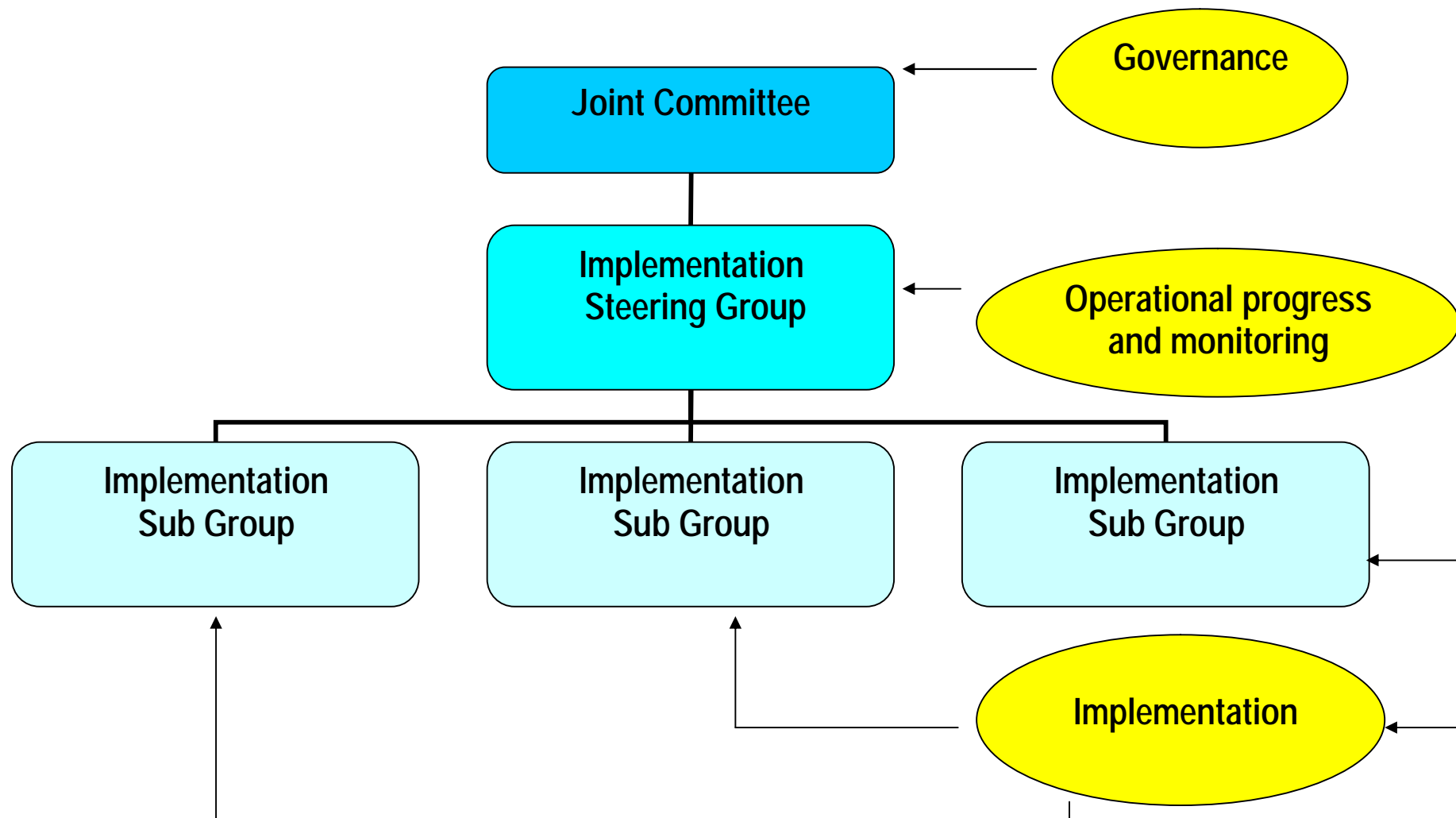
Non managers	
Number to be trained (one third of scope)	15,760
Courses of 16 delegates require	
985 courses @ £350.00 per day	£344,750.00
Course development and materials	£8,000.00
Total delivery costs (Classroom)	£352,750.00
Overall costs of delivery - others' course	£435,702.50

Number of non managers in Scope	47,281
Courses of 16 delegates require	
2,956 courses @ £350.00 per day	£1,034,600.00
Course development and materials	£8,000.00
Total delivery costs (Classroom)	£1,042,600.00

Non Managers' Training	£606,897.50
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Clyde Valley Consortium Governance Structure

Appendix 4



Clyde Valley Efficient Government Project - Risk Assessment

Basis for Assessment

	Likelihood			
Impact		1 (Low)	2 (Med)	3 (High)
	3 (High)	4	7	9
	2 (Med)	2	5	8
	1 (Low)	1	3	6

Scores of 1, 2, 3 = low risk; 4, 5, 6 = medium risk; 7, 8, 9 = high risk.

No	Identified Risk	Impact	Likelihood	Risk Assessment
1	Negativity/reluctance to provide information from Council departments	Low	High	Medium (6)
2	Policy changes at S. Exec. Councils cannot change position once committed	High	Low	Medium (4)
3	Consortium requirements may change before 2010	Low	Medium	Low (3)
4	Non interoperability – IT requirements	High	High	High (9)
5	Material changes to partnership	Low	High	Medium (6)
6	Understanding of benefits to partnership (average or pro rata/discretionary element/costs)	High	High	High (9)
7	Integration of high volume areas of professional training into the bid.	High	Medium	High (8)
8	Intellectual copyright and ownership of assets.	Low	High	Medium (6)

Appendix 5

No	Identified Risk	Impact	Likelihood	Risk Assessment
9	Projected savings year on year	High	Medium	High (7)
10	Cash investment/in-kind funding	High	Low	Medium (4)
11	Partners don't sign up to legal agreement	High	Low	Medium (4)
12	Data from Councils in business case is inaccurate	High	Medium	High (7)
13	Impact of staff displacement during implementation	Medium	High	High (8)
14	Scottish Executive is the only cash investor	Low	High	Medium (6)

Actions in Mitigation of Identified Risks

No.	Action	Status
1	Substantially overcome through the Consortium Steering Group working in partnership, engaging with colleagues in relevant departments, and setting up sub-groups involving stakeholders in each subject area.	Mitigated
2	No action.	Medium
3	Cannot be anticipated at the moment, however requirements could change.	Increased to Medium
4	Addressing this issue is one of the tasks included in the project. It is likely to be addressed by consultants engaged by the project.	High
5	Unforeseen changes in political landscape or structure of local government could have impact on Consortium.	Medium
6	Risk significantly reduced through development of business case.	Reduced to Medium
7	Currently being addressed through engagement with appropriate stakeholders representing each group.	High
8	Consortium members to agree through signing up to Minute of Agreement.	Medium
9	Governance of project by Joint Committee/Project Steering Group will monitor progress against projected savings targets.	High
10	The level of investment from each Council will be addressed and overcome at the approval stage through appropriate decision making processes in each Council.	Raised to High
11	Minute of Agreement being drafted and issues discussed with legal representatives.	Medium
12	Re-adjust projections on project benefits.	High
13	Dealing with staff displacement is an integral part of the implementation plan, and will be managed by the Implementation Steering Group.	High
14	Stage two Bid guidance prevents this scenario from occurring.	Mitigated

