

Report

Report to:	Clyde Valley Learning and Development Joint Committee
Date of Meeting:	2 March 2009
Report by:	Chair of Clyde Valley Learning and Development Project Implementation 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 that has been achieved so far in relation to phase two of the project be noted.

3. Background

3.1 The second phase of the Clyde Valley Learning and Development Project identified the following subject areas for review

- ◆ Accredited First line Management Training
- ◆ Management Development
- ◆ Social Care Training
- ◆ Equality Training
- ◆ Elected Member Development

3.2 In addition this phase of the project includes a review of the opportunities for the Clyde Valley councils to make better use of technology in the delivery of learning and development across the Clyde Valley. Progress with this element of phase two is covered in a separate paper.

4. Progress to Date

4.1 Accredited First Line Management Training

4.1.1 Two distinct projects developed by this sub-group have already yielded significant benefits in both development of good practice and in generating cost savings. Both of these outcomes demonstrate the merits of a shared approach to delivery of accredited management training.

4.1.2 The first of these involves the delivery of training by the Clyde Valley partners on behalf of Glasgow City Council. Clyde Valley training staff are now involved in supporting Glasgow City Council to deliver Institute of Leadership and Management (ILM) award level programmes for an initial tranche of 500 first line managers. This programme is already underway.

- 4.1.3 A schedule of eight award programmes has now been agreed to be delivered in Glasgow City Council between December 2008 and April 2009. These eight programmes are being delivered by trainers from all four of the accredited ILM providing Councils (Glasgow City, North Lanarkshire, Renfrewshire and South Lanarkshire Councils). Training staff are effectively 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.
- 4.1.4 Evaluation of this approach is ongoing. However, early feedback has already contributed to changes and improvements to the programme. Formal evaluation will take place at the end of each course and at the end of the eight scheduled programmes.
- 4.1.5 The second strand of this group's work involves a comparison and evaluation of the accrediting bodies for first line management and supervisory training.
- 4.1.6 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 two accreditation bodies and to make recommendations to the Implementation Steering Group.
- 4.1.7 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. In order to be as inclusive as possible and to allow as many of the partner councils to evaluate the programme, several of the councils have "paired up" for delivery, with the host council including candidates from the partner council on each programme.
- 4.1.8 The host and partner councils are respectively:
- ◆ South Lanarkshire Council with East Renfrewshire Council
 - ◆ North Lanarkshire Council with East Dunbartonshire Council
 - ◆ Renfrewshire Council with Inverclyde Council
- 4.1.9 Glasgow City Council, having recently embarked on its first ILM accredited programmes, has deferred its decision to participate in the CMI pilot. However, the outcome of the Clyde Valley's evaluation will have a bearing on its future direction.
- 4.1.10 West Dunbartonshire Council has elected to embark on a new ILM programme in partnership with a local college.
- 4.1.11 The Clyde Valley group has, as a result of this work, become a registered CMI centre in order to deliver pilot programmes in three different councils under the one Clyde Valley banner. The evaluation of these programmes in terms of cost and quality will inform the group's thinking in the longer term. However, the benefits of gaining registration as one body are already apparent.
- 4.2 Management Development (MD)**
- 4.2.1 North and South Lanarkshire Councils 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.

- 4.2.2 As a new programme, the process of development, accreditation and validation was commended by the academic board of the university for both its innovation and for the high level of partnership and collaborative working between the three parties. In addition, the negotiated rate for delivery reflects the level of investment in time contributed by both councils.
- 4.2.3 Having established this programme and agreed costs as a partnership between the two Lanarkshire Councils and GCU, the costs of delivery remain a 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.
- 4.2.4 In the mean time Clyde Valley associate member, North Ayrshire Council, has recently embarked on its first partnership Management Development programme with GCU and has received very positive feedback on the early modules delivered. 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.
- 4.2.5 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. Representatives from both of these bodies have been invited to attend the next scheduled meeting of the Management Development sub group.

4.3 Social Care

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

4.4 Equality Training

- 4.4.1 The Equality and Diversity Group has identified a number of areas of common concern. These include:
- ◆ training for Equality Impact Assessment
 - ◆ provision of translation and interpreting services
 - ◆ consistent standards for equalities training
- 4.4.2 In terms of priority, establishing a consistent standard for equality training in councils remains vital. The group has identified several parties who have the capability and capacity to develop a set of appropriate standards. Selection is underway and it is anticipated that an appointment will be made within the coming month.
- 4.4.3 Once these proposed standards are in draft, they will be circulated for consultation with relevant stakeholders.

4.5 Elected Member Training

- 4.5.1 The Clyde Valley Network Group which was established to review training opportunities for Elected Members continues to circulate information between councils where shared events can be held.
- 4.5.2 In the first instance, Glasgow City Council successfully ran a course entitled 'Introduction to Local Government Finance' for elected members. The course was attended by Elected Members from seven of the Clyde Valley councils.

4.5.3 Further opportunities continue to be circulated. Most recently opportunities have been provided for Members with Planning responsibilities, and for Effective Chairing of Meetings.

5. Employee Implications

5.1. The goodwill established through the Clyde Valley is demonstrated through the shared delivery of training for first line management and supervision. The employee impact has been a temporary secondment for the training staff to the Clyde Valley project. So far this secondment has been successfully absorbed by the partner councils. This arrangement will also be subject to evaluation.

6. Financial Implications

- 6.1. A proposed daily secondment rate has been agreed by the Implementation Steering Group to cover the trainer's time. Recharges to the Clyde Valley Project are now in place at an agreed rate of £106.00 per diem for training delivery.
- 6.2 Savings realised through the shared development of the accredited MD programme by North and South Lanarkshire Councils are in the order of £1,300.00 per candidate for each of the three stages (certificate, diploma and masters).
- 6.3 Individual council registration with CMI (allowing delivery of introductory programmes) generally ranges from £595.00 to £1,195.00 per centre. By adopting a shared approach on behalf of the Clyde Valley, the total cost of registration with CMI is £595.00 for all the Clyde Valley councils. This approach provides an initial saving of at least £4,165.00 to the Clyde Valley councils.

7. Other Implications

7.1. None

8. Equality Impact Assessment and Consultation Arrangements

8.1. 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 Implementation Steering Group.

Gill Bhatti

Chair of Clyde Valley Learning and Development Project Implementation Group
17 February 2009

Previous References

Clyde Valley Joint Committee Progress Report – Dec 2008

List of Background Papers

Clyde Valley EGF Training Bid

NBSS Clyde Valley Consortium Submission Nov 06

NBSS Clyde Valley Consortium – Secondary Paper December 06

Contact for Further Information

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

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