

Report

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Report to:	Clyde Valley Learning and Development Joint Committee
Date of Meeting:	12 December 2011
Report by:	Chair of Clyde Valley Learning and Development Project Implementation Steering Group

Subject:	Clyde Valley Learning and Development Project - Individual Council Key Benefits and Successes Achieved
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update the Joint Committee on some of the key benefits and successes achieved within each Member Council through the Clyde Valley Learning and Development Project

2. Recommendation(s)

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

- (1) that the benefits, outcomes and successes achieved to date by individual Member Councils be noted.

3. Background

3.1 Previous meetings of the Clyde Valley Learning and Development Joint Committee have included a quarterly update on progress with the project. Each report was intended to provide an overview of the project status from a project management perspective.

3.2 At a meeting of the Implementation Steering Group, it was proposed that the Joint Committee would benefit from receiving some individual feedback from the Member Councils on progress, outcomes, benefits and success stories taken from the perspective of each of the Member Councils. This report provides this feedback.

4. Project Successes and Benefits

4.1 East Dunbartonshire Council

4.1.1 East Dunbartonshire Council (EDC) can report that the Clyde Valley Learning and Development Project has been an invaluable vehicle for sharing knowledge, experience, learning and providing an informal support network. A good example of this has been the Chartered Management Institute (CMI) project. EDC is about to launch its new first line manager programme which has involved a lot of research and development work.

4.1.2 This work has been reduced through speaking to Clyde Valley colleagues about the journey to CMI accreditation and each Council's individual learning experiences. The result of this has been that the programme was able to launch ahead of plan.

4.1.3 Coupled with this network of support, one of the largest benefits has been the financial savings made through the power of joint procurement. In particular, the savings on first aid training, and more recently the purchase of the Brightwave Learning Management System (LMS) and Jenison course content. Similarly, joint development and sharing of e-learning content has saved a lot of time in terms of initial research and has also helped increase the number of courses available to EDC within a relatively short space of time, something the Council could not have achieved within that space of time acting in isolation.

4.2 East Renfrewshire Council

4.2.1 Savings and benefits from the Clyde Valley Learning and Development Project can be shown in a variety of subject areas for East Renfrewshire Council (ERC). Some examples of these are illustrated below.

4.2.2 First Aid: Prior to the Project being established, bookings for first aid courses were processed by each department which resulted in a range of providers being used and variable costs incurred. All bookings for first aid training are now processed through the Clyde Valley Learning and Development Group. For the year 2010/11, this resulted in savings of £7,765 compared against the cheapest alternative provider.

4.2.3 E-learning: 3 out of the 4 Brightwave modules have been implemented. As a result of the Clyde Valley discount, this has resulted in savings of £4,400 per year. Similarly, the Clyde Valley deal with Jenison has brought over 100 courses for employees to choose from which are mainly from the supplier Jenison. Due to joint procurement, this resulted in savings of approximately £2,000 per year.

4.2.4 E-learning Savings: Savings from the most popular courses arise from the IT courses. ERC plans to upgrade from Office 2003 to Office 2007 and the range of e-learning courses to support this upgrade will be crucial. It is anticipated that approximately 3,000 employees will require training. ERC's previous in-house provider re-charged £70/£130 per delegate for traditional classroom based training. This represents a saving (cost avoidance) of £210,000 in recharges alone for 2012/2013.

4.2.5 Clyde Valley Developed Courses: From the Social Care work stream, ERC is just about to launch the Protection Awareness course across the Council and intends to implement Dementia Awareness, Case Recording, Diversity and Anti Racist modules that are currently under development. It is anticipated that there will be significant savings compared with the costs of delivering large scale classroom based awareness sessions.

4.2.6 Front Line Management Programme (FLM) – Chartered Management Institute (CMI): For the last 3 years, in partnership with South Lanarkshire Council, ERC has been able to offer the accredited FLM to its employees. Approximately 16 delegates each year are now completing the programme. Quite simply, ERC would never have been able to justify the development and set up costs to become an accredited centre for the low number of employees or to send delegates to an external training organisation. The Council can offer this at a cost of £200 per delegate. As a comparison, one of the local providers charges £2,650 per delegate.

4.2.7 Social Care: Colleagues from the Community Health Care Partnership attend the Social Care Sub-group and have found it to be an effective and productive model of collaborative working. In particular, key projects that ERC will be actively

participating in include the Clyde Valley SVQ Centre and the Professional Development Award in Managing Challenging Behaviour

4.3 Glasgow City Council

- 4.3.1 Glasgow City Council (GCC) has seen many direct benefits from participating in the Clyde Valley Learning and Development Project.
- 4.3.2 The e-learning group has benefited GCC financially both directly and indirectly. This has been achieved through the joint procurement of the Brightwave platform and also the procurement of the courses from content supplier Jenison.
- 4.3.3 As an organisation, GCC has benefited from the new look and feel of the platform and, in particular, the development of the direct link facility allowing links to courses to be included into emails and onto the GCC intranet site. In common with other members, GCC has also gained from working with other Member and Associate Member Councils to share both resources and best practice.
- 4.3.4 During this financial year, users have undertaken 13,967 courses at a cost of £1.25 per course. GCC has also developed 40 new courses using the BILD platform and have 24 courses in production. Across the organisation, 50 employees have been trained to design products on GOLD (GCC's branding for the Brightwave platform). E learning has significantly enhanced the Council's learning and development strategy.
- 4.3.5 The work undertaken by the Social Care Sub-group has also been a great success. This approach to joint working has enhanced services and demonstrated real value for money.

4.4 Inverclyde Council

- 4.4.1 Inverclyde Council (IC) is benefiting greatly from the joint working partnership of the Clyde Valley Learning and Development Project. 5 members of staff have been trained to design e-learning courses to suit IC's business needs and to customise the many course templates being shared between partner councils to enhance learning opportunities for employees. This has assisted IC to bring together Corporate, Social Work, Health and Safety and Education training staff to work more closely together to share training knowledge and skills and understand each service's differing business cultures and learning needs.
- 4.4.2 The internal team, established as a result of this thinking, has been involved in developing course content with partner councils to share specific courses (e.g. Leading Change and Coping with Change) to meet current and future business needs more specifically. Members of the Social Care Sub-group are participating leading in the development of future social work course developments such as Personalisation and Dementia Awareness.
- 4.4.3 The introduction of the shared e-learning catalogue of courses to employees has provided tangible cost savings in IT skills training coverage alone, by being able to provide on-line access to computer training at a time and pace which suits employees and their managers. Ongoing feedback highlights how this approach is already improving our business skills.
- 4.4.4 Other benefits deriving from e-learning include on-line induction and mandatory fire safety courses. These have enabled IC to ensure more effectively that employees get access to crucial information as new employees. Individual employee development needs emerging from the performance appraisal programme, or re-

deployment programme can now be met on-line. The shared service partnership has also enabled IC to provide tangible evidence of learning undertaken in compliance with legislative government requirements at a vastly reduced cost in time, money and effort.

4.5 North Lanarkshire Council

- 4.5.1 Participation in the Clyde Valley Learning and Development Project has produced a number of significant benefits for North Lanarkshire Council (NLC). The improved arrangements for first aid training have produced a significant cost benefit for NLC, and administrative arrangements are well organised and effective.
- 4.5.2 One of the biggest changes for this Council has been the decision to move towards support for vocational learning through the use of Learning Assistant. While NLC has benefited from a more attractive pricing model, the confidence to make such a move based on the experience of other colleagues was invaluable in making the transition from paper to online portfolios.
- 4.5.3 NLC has also developed a very strong approach to management development through Glasgow Caledonian University in conjunction with South Lanarkshire Council. This joint approach saved both Councils in the region of £6,000 initially in start up costs, while joint training continues to offer financial savings to both organisations.
- 4.5.4 Finally, the shared approach to elearning has been very beneficial and allows NLC (and all others) to achieve a great deal more than would ever have been possible in the time available.
- 4.5.5 Overall, however, the biggest advantage to the Clyde Valley has been the development of positive relationships across the 8 Councils and the ability to pick up the phone at any time and receive advice and professional support from colleagues in neighbouring local authorities.

4.6 Renfrewshire Council

- 4.6.1 Renfrewshire Council (RC) has always been fully committed to working with the Clyde Valley Learning and Development Project. RC has in common with other Member Councils, put a lot of time and effort into the Group and supported it in achieving a range of positive outcomes. Renfrewshire Council has, however, received many benefits from this participation across a range of areas, including e-learning, first line management training, vocational qualifications, advances in Social Care training and delivery of first aid training. This short update concentrates on two key areas.
- 4.6.2 e-Learning: The joint procurement of the Brightwave learning platform has provided the opportunity to use one integrated system to provide:-
- ◆ a range and depth of online development opportunities for all employees at a time and place that meets both individual and organisational needs
 - ◆ 360 degree assessment for all managers
 - ◆ both managers and employees with instant access to new and revised policy information
 - ◆ a means to assess understanding of key policy issues
 - ◆ a means for continual and two-way communication with employees
 - ◆ real time management information in all areas

4.6.3 As of November 2011, RC has over 1,700 employees as regular users of the system, from across the whole organisation. Employees have received an additional 2,200 hours of learning, completing more than 8,300 online e-learning modules. This system has saved over 420 hours of development time and reduced delivery time by as much as 66% were all of this learning to be delivered using a traditional classroom based approach. This has resulted in efficiencies of at least £330,000 to date.

4.6.4 CMI – First Line Management training: The Clyde Valley CMI Centre provided significant initial set up savings, as well as ongoing savings in registration costs. This has allowed RC not only to maintain its programme delivery without impact to service budgets, but in fact to deliver additional programmes within Renfrewshire, with places being offered to first line managers within other Clyde Valley councils. This blend of managers from different organisations and backgrounds has enhanced the opportunity for sharing of experiences and best practice, therefore improving the learning experience.

4.7 South Lanarkshire Council

4.7.1 South Lanarkshire Council (SLC) has benefited both from the experience of being the lead authority in developing and managing the Clyde Valley Learning and Development Project and as a participating council.

4.7.2 The experience of acting as lead authority has provided a major learning opportunity in the multi-disciplinary requirements of project management. On a practical level, this has resulted in many pioneering initiatives delivered through the Clyde Valley Project. These include the work on joint procurement in e-learning, for both the learning platform and for e-learning content, for provision of services in First Aid and social care training and in the use of a common approach to electronic portfolios in the delivery of vocational qualifications. The benefits of many of these aspects of the Project are described by the members in this report.

4.7.3 SLC has been able to benefit as an organisation independently as a member of the Group. Specific benefits have been realised in the delivery of vocational qualifications, bringing e-learning to the workforce in a well managed environment with full reporting and tracking facilities, development of skills in producing e-learning content, the establishment of firm partnerships in the management and delivery of management development programmes at all levels (CMI and Glasgow Caledonian University) and procurement benefits in social care training, first aid training and online learning content.

4.7.4 Of equal significance, however, is the establishment of a trusted and valued network of colleagues with a common purpose to improve the quality and effectiveness of learning and development across the Clyde Valley membership. This is illustrated through the increasing use of the Community of Practice, the established consultation process and the joint development and delivery of learning and development across a variety of disciplines.

4.8 West Dunbartonshire Council

4.8.1 West Dunbartonshire Council (WDC) has benefited from participation within the Clyde Valley Learning and Development Project across those sub-groups focused on management development, e-learning, social care, and equalities. However, the primary areas of management development and e-learning have demonstrated considerable benefits to the Council, not only in terms of efficiency savings, but more importantly from the opportunity to share best practice, experience, and build organisational capacity

- 4.8.2 Management Development: Management development was identified as a priority issue for WDC and through continuous participation within the sub-group significant progress has been achieved. WDC has now established, and firmly embedded, a comprehensive management development framework across three levels providing development support for first-line and middle managers.
- 4.8.3 This was achieved primarily through the support and partnership working provided by the FLM Sub-group. Whilst this was highlighted as a priority development area, WDC had minimal resources or capacity to initiate this development, however, through exchanging best practice, experience, and providing practical help, the Council was able to establish two programmes in-house and a third programme in partnership with a local college. Equally, the Council has now developed its internal capacity to develop and deliver programmes and these are strongly recognised across the Council as the key development programmes for developing people management skills.
- 4.8.4 It is estimated the Council has achieved efficiency savings of £40,000 over 2 years through progressively moving towards a model of in-house development and delivery.
- 4.8.5 E-learning: WDC introduced the Brightwave e-learning platform in early 2011, through a phased roll-out across departments. Due to internal resource implications, completion of full roll-out to all departments stalled for a short period and has only recently recommenced, therefore, it is difficult for the Council to demonstrate tangible benefits at this time.
- 4.8.6 However, throughout this period, the e-Learning Sub-group has provided relevant support, advice, and practical guidance to support wider implementation. This has included development support for WDC's in-house development team and the ability to share e-learning content and materials.

5. Conclusion

- 5.1 Many of the Member Councils have unsurprisingly identified similar benefits based on the Clyde Valley Project's priority areas. It is encouraging to note the widespread recognition of these benefits from the perspective of the individual Member Councils.

6. Employee Implications

- 6.1 In each of the examples above, the benefits include significant savings to the Clyde Valley Councils in employee time dedicated to development and delivery of learning and development to council employees.

7. Financial Implications

- 7.1 Developments described above have produced and are likely to continue to produce financial benefits categorised as both savings (in cash and/or time) and in cost avoidance (based on a business case for new developments).

8. Other Implications

- 8.1 The limited risks of this collaborative approach to learning and development are covered in the Minute of Agreement between participating authorities.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1 No immediate action required.

9.2 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

28 November 2011

Previous References

3 October 2011 - Clyde Valley Learning and Development Project - Shared Services Update Phases 2 and 3

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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