

WIRRAL COUNCIL

COUNCIL EXCELLENCE OVERVIEW AND SCRUTINY COMMITTEE

4 JULY

SUBJECT:	MASTERS IN BUSINESS ADMINISTRATION (MBA) QUALIFICATION
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF LAW, HR AND ASSET MANAGEMENT
KEY DECISION? <i>(Defined in paragraph 13.3 of Article 13 'Decision Making' in the Council's Constitution.)</i>	NO

1.0 EXECUTIVE SUMMARY

1.1 This report contains information in response to a request from the Council Excellence Overview and Scrutiny Committee about further information on the M.B.A programme and training budgets.

2.0 BACKGROUND AND KEY ISSUES

2.1 On the 26 March 2012, the Council Excellence Overview and Scrutiny Committee asked that a further more detailed report be presented to the next most appropriate meeting to address concerns around the MBA programme, details of the training budget, and the percentage utilised in the provision of the MBA Programme.

2.2 The Cabinet agreed on 15 March 2012 to award a contract for the delivery of the M.B.A programme following a tender process.

2.3 The M.B.A programme formed part of a suite of leadership development activities at Wirral Council. The purpose of agreeing the contract was to ensure that the Council retained the choice and range of opportunities available.

2.4 Over the past month the Executive Team has been working on the Council's Improvement Plan. As part of that work further consideration needs to be given to the Council's leadership development. In light of this, the Executive Team is not recommending to continue with the M.B.A programme. A programme that targets a wider range of leaders and managers will be developed, specifically to meet the Council's requirements as part of the improvement programme.

2.5 Feedback from Managers who have completed the MBA programme highlighted that in some cases they felt that their development was not fully utilised. Had the programme been continuing a number of potential improvements had been identified to allow the new skills and knowledge to be released into the organisation.

These include:

- An agreed short term secondment to work on improvement projects.

- A buddy / mentor role to other Managers undertaking Management qualifications.
- A requirement to deliver or support training sessions across the organisation.
- Dissertations closely linked to existing improvement projects.

These improvements however can be applied to any future leadership programmes that are delivered across the Council.

3.0 THE M.B.A PROGRAMME

In response to the Council Excellence Overview and Scrutiny Committee's request for information concerning the MBA programme, the following is available:

3.1 Details of the current leadership development activity across Merseyside is shown at appendix 1. This shows a range of activity with specific accredited activity targeted at first line and middle managers. This programme was funded by the Merseyside Improvement & Efficiency Programme and represented excellent value for money at £1500 per delegate for a six month programme. For all authorities this programme has been a supplement to their own leadership development programmes.

3.2 Local authorities across Merseyside have worked together to develop "Merseyside Platinum Leaders Programme" which has been attended by 30 managers across the region.

Four Managers from Wirral Council attended the programme.

3.3 Concern has been expressed by the managers who attended the MBA programme which was echoed by the Council Excellence Overview and Scrutiny Committee that the participants were not able to access additional learning and development opportunities.

In drawing up the improvement plan, the Executive Team will be drawing upon the skills and enthusiasm of the MBA participants, amongst other groups to deliver key projects.

4.0 EXPENDITURE ON TRAINING

4.1 Appendix Two details the Council's training expenditure for 2011 -12 (excluding Schools). The table shows training expenditure divided into the following areas:-

- Leadership Development
- Management Development and Employee Skills
- Professional Development

In summary, in 2011 – 12, 9.8% of the Council's training expenditure was used on the MBA programme, this equates to £52,000.

5.0 RELEVANT RISKS

5.1 There are no risks associated with this report.

6.0 OTHER OPTIONS CONSIDERED

6.1 A revised leadership development programme will be developed to support the Improvement Plan and will be offered across the organisation over coming months.

7.0 CONSULTATION

7.1 No consultation has taken place.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 The MBA Programme was offered out to partners and two people from NHS Wirral have undertaken the programme, working alongside council employees. There has been interest from other organisations however this has not resulted in joint learning as a further cohort of the MBA has not been undertaken. Future Leadership programmes could be offered out in the same way to support learning across the partnerships.

9.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

9.1 There are no resource implications at this stage.

10.0 LEGAL IMPLICATIONS

10.1 There are no legal implications for this report as despite The University of Chester being agreed as the chosen supplier for future MBA cohorts no formal contract was exchanged.

11.0 EQUALITIES IMPLICATIONS

11.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

(a) Yes and impact review is attached

<http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010/law-hr-asset-management>

12.0 CARBON REDUCTION IMPLICATIONS

12.1 None.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 None.

14.0 RECOMMENDATION/S

14.1 That the Council Excellence Overview and Scrutiny Committee notes the content of the report.

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APPENDICES

Appendix One: Current Leadership Development Undertaken Across Merseyside

Appendix Two: Wirral Training Expenditure for period 2011 – 2012, excluding school based staff

REFERENCE MATERIAL

None.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Council Excellence Overview & Scrutiny	26 March 2012
Council Excellence Overview & Scrutiny	17 November 2012
Cabinet	15 March 2012

Appendix One: Current Leadership Development Undertaken Across Merseyside

Local Authority	1 st Line Managers	Middle Managers	Senior Managers	Comments
Halton	ILM Level 2 & 3	ILM Level 5 & 7	MSC Management	The MSC is currently on hold
Knowlsey	Knowlsey Manager Programme 'what you need to know'	Knowlsey Manager Programme 'what you need to know'	No specific activity undertaken	Knowlsey Manager Programme on hold – future activity will be based on competencies
Sefton	Internal training courses focussed on policies etc	ILM Level 5 Certificate in Leadership or CMI Level 5 Diploma in Management and Leadership	CMI Level 7 Diploma in Management and Leadership	CMI Level 7 is delivered by Hope University but is not currently being offered.
St. Helens	ILM Level 2 & 3	ILM Level 5	No specific activity undertaken	
Mersey Fire & Rescue	CMI Award & Certificate	CMI Diploma	Currently reviewing provision	
Wirral	ILM Level 3 Award & Certificate Skills for Wirral Managers Programme	ILM Level 5 Award & Certificate Skills for Wirral Managers Programme	Currently reviewing provision	

Key:

- ILM – Institute of Leadership and Management
- CMI – Chartered Management Institution

Appendix Two: Wirral Training Expenditure for period 2011 – 2012, excluding school based staff

Department	Number of Employees	Employees & Managers	Professional Training	MBA	Total
HR, Law and Asset Management	401	£141,335	£5,533	£000	£146,868
Finance	942	£60,475	£27,918	£5,778	£94,171
Technical Services	767	£38,192	£18,383	£5,778	£62,353
Adults Social Services	697	£44,892	£10,000	£20,222	£75,114
CYPD	1804	£92,539	£280,000*	£5,778	£98,317 – excluding professional training £378,317 - including professional training
Regeneration, Housing and Planning	246	£10,848	£724	£14,444	£26,016
Corporate Training Budget					£27,000
Total, excluding CYPD professional training	4,857	£388,281	£62,558	£52,000	£529,839
Total including CYPD professional training			342,558		£809,839

**funded by Children's Workforce Development Council (CWDC)*