

Tameside Training Consortium

Governing Document

APRIL 2014

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INTRODUCTION - Summary of TTC

The Tameside Training Consortium (TTC) was formed in 2001 and is an Employer Led Partnership administered within Tameside Council's Workforce, Partnership and Scrutiny Team.

The TTC is an association of organisations working together to achieve a mutual purpose of accessing quality training and has shared responsibilities for:

- Representing employers' professional development and qualifications needs
- Creating opportunities to meet those needs
- Maintaining links with similar councils and organisations across the North West region to share good practice and jointly manage / administer contracts where appropriate to maximise opportunity or reduce costs..
- The steering group, representing 95 organisations meet quarterly to oversee the activities of the Consortium and to review progress against the strategic action plan

The TTC membership is made up of organisations from Tameside's private, voluntary and independent social and health care and early year's sector. Membership also includes operational council teams for those sectors.

The TTC exists to develop the sectors workforce to ensure a good quality experience by service users, enabling members to comply with contractual frameworks, changes in legislation, CCG and Ofsted requirements.

Members are supported by a quarterly newsletter, a webpage hosted within Tameside council's website and an annual conference which focusses on local drivers, new initiatives and legislative changes within the sectors.

The TTC is represented at several initiatives and forums including:

- Dignity in Care Steering Group,
- The End of Life Education Group,
- The Greater Manchester Employer Led Partnership
- The Dementia Local Implementation Group
- Tameside Strategic Partnerships
- Care Homes forums
- Home Care forums
- Early Years forums

Workforce Development Consultants, within Tameside's Workforce, Partnership & Scrutiny team liaise with council contract performance, and service delivery teams to support improvement, attending team meetings and service forums. The Workforce Development Consultants and administrative support are partly funded by Skills for Care for disbursement of Workforce Development funding.

An annual membership fee and course fees support consortium activities.

As at April 2014, accounts are held in a business bank account which is audited and administered in compliance with the Financial Services Authority. Following a council internal audit report on the TTC Workforce Development Consultant activity, recommendation to transfer this bank account to the council account was made, to be held in a separate account and financial transactions will be administered by the council finance team according to TMBC financial policies. On 2nd April 2014 TTC steering group agreed the proposal.

TMBC policies and procedures are followed, particularly in relation to financial policies (including debt recovery), equalities, data protection, freedom of information, whistle blowing, health & safety and fire safety.

Primary aim:

- To achieve a competent workforce that meets the requirements of the relevant regulating bodies within each sector To support the workforce in developing skills to ensure a high quality experience for service users.
- To support employment and development initiatives for local people within the sector

Strategic Objectives

Adults Partnership vision and objectives shared with Tameside MBC

'We want Tameside to be a place where everyone is both physically and mentally healthy. We want to reduce inequalities and deliver high quality health and social care services which protect our most vulnerable and offer people greater choice, independence and control'

Tameside Joint Health and Wellbeing Strategy 2013-2016

To achieve the shared vision of Tameside Metropolitan Borough Council, the adults steering Group provides representation from all sectors of adult services and agree to work together to contribute to the delivery of the following objectives:

- To achieve the outcomes of the Tameside Joint Health and Wellbeing Strategy (2013-16)
- To support the third sector to contribute to the delivery of high quality services to older people
- To develop a strategy to reduce reliance on public sector funding and provide a sustainable business model
- To exploit external funding and commissioning opportunities to develop services
- To share customer insight and performance data to ensure the service offer reflects the needs of individuals and communities

Early Years Partnership vision and objectives:

To support legislative duties within the sector, including:

- Ensuring Tameside secures sufficient childcare for working parents, and those children entitled to free early education places
- providing information, advice and training to childcare providers and to:
- Provide opportunities for those settings with an Ofsted 'requires improvement' or 'satisfactory' grading to improve their quality in order to increase the school readiness outcomes of local children
- Provide a sustainable workforce development programme for those with a 'good' or 'outstanding' Ofsted outcome, in order to maintain and further develop their quality

The TTC Adults and Early Years Strategic Objectives:

To provide employers with up to date information relating to

- Care Act
- National and local strategies
- Locally available training opportunities
- Training materials
- TMBC and CCG structures
- CQC
- DFE, Ofsted and EYFS updates
- To create and maximise training/learning opportunities across the consortium
- To ensure that training provision commissioned by the TTC represents value for money
- To promote standardised levels of training consistent with recognised good practice
- To create a knowledge base of funding opportunities and remain proactive in seeking such resources.
- To ensure a consistent level of quality in training provision and improve standards of training
- To promote innovative and creative approaches to training delivery and learning with particular reference to the needs of the small employer
- To maintain good relationships with training providers and colleges to meet identified training needs and priorities
- To support and assist in meeting objectives relating to recruitment and retention within the sectors.
- To promote equality of opportunity across a multi – cultural workforce
- To promote multi – agency training
- To maximise the resources available, in particular:
 - Training opportunities
 - Training materials
 - Training grants/funding opportunities
 - Training venues
 - Training consultants

Proposed structure for consortium

Financial management and control

The TTC board is responsible for financial management and reporting, ensuring there is sufficient revenue to finance the costs of operating, administering and maintaining the TTC. The TTC is financed through a combination of contracts, grants, income generation from membership fees, course charges and council contributions. The Board and Steering Groups may also invite sponsorship to support specific events e.g. the annual conference. The annual cost for organisations to join the consortium is on a sliding scale from £5 to £100 dependant on size; fees are paid within three months of the beginning of the financial. Bad debtors can result in suspension/exclusion from the Consortium

Current investigations are being made alongside the IT department about the opportunities for an automated booking and online payment system that could be incorporated onto the council webpages. Reducing the administrative burden of course bookings / confirmations, together with taking card payment at point of sale rather than posting invoices and banking cheques will add to the future sustainability and efficiency savings.

Participants in training events are required to pay according to the charging policy:

- Organisations will be invoiced for outstanding payments within a one month period. Failure to pay training charges may result in suspension/exclusion from the consortium
- TMBC financial policies are followed
- Tameside MBC regulate the financial management
- Funding allocations to the consortium are identified e.g.: SfC, ESF, SFA
- Annual subscription are paid by all members of the consortium
- The budget is subject to auditing processes related to the funding received
- An independent accountant audits the accounts

The TTC endeavours to provide access to training to its members to assist them to comply with TMBC contracts CQC and Ofsted requirements.

This is achieved through:

- signposting to free training
- co-ordinating opportunities funded from external sources
- co-ordinating opportunities from income generated monies
- administering funding and delivery expectations from TMBC

A charging Policy is in place for calendar courses and membership fees - annual membership fees reflect the range of organisation sizes across the membership.

Number of employees	Annual Membership fee
Self-employed individual	£5
2to 10	£10
11 - 50	£50
51 – 100	£75
Over 100	£100

Mandatory and Continued Professional Development - fee contributions support partially funded training, with standard charges:

- £10 for a ½ day training session
- £20 for a full day training session
- £50 for 3 day training session

Charges for membership and course fees will be reviewed on an annual basis

Depending on circumstances such as trainer cost where the council prioritise attendance (such as safeguarding) fees may increase, or courses be offered free of charge. Cancellations must be received in advance to ensure that cost-effective courses are run, with a minimum of 8 candidates required. The TTC reserves the right to cancel courses

QCF diplomas are fully funded to adults for TTC members who complete National Minimum Data Set - Social Care (NMDS – SC) and complete a partnership form for Workforce Development Fund (WDF) accessed via Skills for Care.

Fully funded awards are accessed via Skills Funding Agency and European Social Funding for Adults and Early Years sector employers.

Quality

All adults' organisations need to complete the National Minimum Data Set for Social Care (NMDS – SC) which is a data base facilitated by Skills for Care to gather data for the department of Health. NMDS - SC records workforce qualifications and information that employers, commissioners and local authorities can access to determine the quality of workforce development in a geographical area.

All training providers are required to supply the Training Consortium with current insurance details, evidence of relevant experience, qualifications and references.

Short courses are evaluated according to the TTC evaluation process:

The TTC Evaluation Strategy

It is important that the TTC can judge whether any commissioned activity is of a good standard, providing the right learning and is fit for purpose, ensuring the workforce has the right knowledge, skills and attitudes to deliver a good quality service to its users. Work-based training can be the most effective way for people to learn skills but taught course are commonly used for knowledge, and it is therefore imperative that everything that happens in the taught course is relevant to the work place and learning can be transferred.

In line with good principles of evaluation, activities commissioned should be value for money and – the TTC will not focus on extensive evaluation of programmes which are evaluated through a moderation or verification process – such as vocational qualifications or accredited learning.

Where evaluation is needed, the TTC will use diverse methods to ensure that commissioned training provides value for money and is fit-for-purpose.

The TTC aims to improve the experience of service users by equipping the workforce. Due to the wider system factors not in its control, the TTC will focus on evaluating the impact of training at levels 1, 2 and 3. This will include evaluating the quality of experience during a course, the suitability of a venue, the approach of a trainer, the applicability of content to the work place and, where possible, behaviour change. A range of methods will be used.

Consortium Evaluation Guidelines

New providers and/or courses:

- All training providers are asked to tell the Consortium about any problems with a venue.
- Each course is observed by a reviewer by at least the 3rd course of a series. The reviewer will give formal feedback to the TTC, which will address any issues with the training provider.
- The first 3 courses delivered are evaluated using an end-of-course questionnaire (standard or bespoke)
- The TTC completes a sample phone survey of managers of attendees to ask about impact on practice and any feedback from their staff about their experiences of the course.

Existing providers and/or courses:

- Where there are no concerns, there will not be an end-of-course evaluation for every course, instead evaluations will be completed on a sampling basis between every 3 and 6 courses, dependent on frequency.
- Where there are concerns, the intensity of evaluation will increase until either the TTC is satisfied that improvements have been made and are sustainable or it is clear that the training provider is unable to meet the contractual requirements.
- A range of methods will be used to inform this judgement including: face to face conversations with learners and managers, phone calls, surveys and direct observation of course delivery.

Qualifications and accredited training:

- Within the purchasing process, training providers must submit current proof of validation from approving or awarding bodies.
- The Consortium assumes that this is proof that national quality standards for training have been met, however, the TTC will periodically seek out feedback from members to ensure any issues are addressed which may not be identified by an external quality monitoring process.

Standard End-of-course delegate form:

- The TTC will send all training providers a standard course evaluation form and will set out a plan based on the above principles to request an evaluation at the appropriate time.

An approved list of training providers is to be developed in partnership with TMBC commissioning team.

Partnerships

The TTC is an employer led partnership supporting the care home sector across the borough. It is well established and held in high regard by its 90+ members drawing down grant funding from the Workforce Development Fund and the Clinical Commissioning groups as well as accessing European Social Fund and Skills Funding Agency via training provider partners, and implementing charges for membership for access to development opportunities. Expanding the TTC to include the early years will have benefits for both sectors:

- An expanded consortium has greater purchasing power over commonalities such as food hygiene, health & safety, safeguarding, food hygiene etc.
- Provides long term organisational and administrative back up – currently the Workforce Development Consultants are specialists – the expansion provides an opportunity for a more generic role, increasing sufficiency savings as administrative procedures are streamlined
- A recent audit of the TTC recommends that commissioning / contracting and monitoring roles should be carried out by separate individuals, improving the capacity for challenge
- Shared knowledge and experience may lead to widening potential for bid collaboration
- Increasing the amount candidates who can take a role in the steering group responsibilities

Moving forward:

Following a periodic review and a recent internal audit a number of key documents are being refreshed, that will include the expansion of the TTC into the early year's sector. These include:

- Terms of reference
- Governing document
- Constitution
- Waiver for commissioning trainers

Further cross border relationships with other AGMA authorities are in place for both sectors but may develop to strengthen the professional development offer further in the future.

List of current contacts for the Tameside Training Consortium:

Board (TBA)

Name	Role	Office No	Mob (if app)	e-mail address

TTC adults steering group

Name	Role	Office No	Mob (if app)	e-mail address
Bernadette Ashcroft	Steering Group Chair and Voluntary sector representative	0161 308 5002	0790881 0155	ashcroftb@ageuktameside.com
Heloise Taylor-Hutchins	Workforce Development Consultant	0161 342 3232	NA	Heloise.taylor-hutch@tameside.gov.uk
Cindy Bramhall	Independent minute taker	0161 308 5000	NA	bramhallc@ageuktameside.com
Sharon Wood	Quality Manager, Meridian Healthcare & Care Homes representative	0161 368 9990		swood@meridiancare.co.uk
Tim Wilde	Contract Performance Manager TMBC	0161 342 3746		timwilde@tameside.gov.uk
Hazel Shaw	Managing Director, Person Centred Care & Homecare representative	0161 351 9505		hazelshaw@pccareservices.co.uk
Linda Daniels	Manager, Auden House & Care Homes representative	0161 301 2424		audenhouse@hotmail.com
Chris Harrison	Care UK & Homecare representative	0161 308 3456		Chris.Harrison@careuk.com
Brendan Kennedy	Workforce Development Manager TMBC	0161 342 2869		Brendan.kennedy@tameside.gov.uk

TTC early year's steering group (TBA)

Name	Role	Office No	Mob (if app)	e-mail address

Dissolution of the Consortium

The Consortium may be dissolved only by a resolution passed by a three – quarter majority of the Board of the consortium present at a special general meeting convened for the purpose and of which, 21 days' notice has been given to the steering groups. If a motion to dissolve the Consortium is carried, surplus funds and assets (if any) following settlement of all its debts and liabilities will be given or transferred to an organisation with similar aims/objectives.

Steering Group Members Declaration:

I have received and read the induction material for TTC Steering Group members and understand my duties and responsibilities as a representative of the sector within which I work.

I shall declare all conflicts of interest as and when they arise. If at any time these conflicts hamper my ability to perform my role as Trustee, I shall resign from the Board.

I shall keep all proceedings at Steering Group and board group meetings confidential and shall not discuss any of the issues with any other organisation without agreement of the Chair. I have completed a declaration of interests form

Tameside Training Consortium Steering Group, Declaration of Interests Form:

I..... as member of Tameside Training Consortium Steering group have set out below my interests in accordance with the spirit of the consortium.

Category	<i>Please give details of the interest and whether it applies to yourself or, where appropriate, a member of your immediate family or some other close personal connection</i>
Current employment and any previous employment in which you continue to have a financial interest	
Appointments (voluntary or otherwise) e.g. Trusteeships, Directorships, Local Authority Memberships, Tribunals etc	
Membership of any professional bodies, special interest groups of mutual support organisations.	
Investments in unlisted companies, partnerships and other forms of business, major shareholdings (charities may set a figure here, e.g. more than 1% or 5% issues capital) and beneficial interests.	
Gifts or hospitality offered to you by external bodies and whether this was declined or accepted in the last twelve months.	
Any contractual relationship with the charity or its subsidiary.	
Any other conflicts that are not covered by the above.	

To the best of my knowledge, the above information is complete and correct. I undertake to update as necessary the information provided, and to review the accuracy of the information on an annual basis. I give my consent for it to be used for the purposes described in the conflicts of interests' policy and for no other purpose.

Signed.....Print name.....,

Date.....

The Role of the Steering Group and Terms of Reference

Rationale for the Steering Groups:

To ensure that Partners requirements are integral to the direction and focus of the training commissioned by the TTC

Ensure transparency of the operation of the TTC.

Membership of the Adults Steering Group:

The steering group includes members from each of the following areas:

- Care Home* (x2)
- Home Care* (x2)
- Supported Housing*
- Voluntary and Third Sector*
- Workforce Development (x2)
- Joint Commissioning & Performance Management

* = Independent Sector representatives

Membership of the Early Years Steering Group:

- The steering group includes members from each of the following areas:
- Private Day Nursery
- Pre-school Play Group
- Childminder representative
- Early Years Provider Development Team Manager
- Workforce Development Consultant

Whilst initially targeting the PVI early years OFSTED registered settings to join the consortium, other organisations and partners will also be targeted to take up membership and have representation on the steering group eg. Barnardos, Homestart etc

Scope of the Steering Group:

- To be a focus of leadership around decision making on behalf of the TTC
- Guide the delivery of a workforce development strategy based on the six core themes of Induction, Core & Mandatory Training, Professional Development, Leadership Development, Organisational Development and Qualifications
- Ensure that any funding applications are relevant to the needs of the Partners
- Oversee the finances, ensuring value for money and agreeing the appropriate spend of any surplus moneys
- Agree and set the agenda for the annual conferences
- Review the membership fees and charges periodically

Operation of the Steering Groups:

Chairperson & Vice-Chair

A member of the Steering Group is selected by members to take on the responsibility of Chairperson for a three-year term. A Vice-Chair is also selected by members to take on the responsibility of Vice-Chair for a three-year term. Selection of the Chairperson/Vice Chairperson shall be by Nomination (and Second) followed by a vote of members of the Steering Group.

The Chairpersons responsibilities include but are not limited to:

- Chairing the Steering Group meetings
- Agenda setting
- Ensuring that all members of the Steering Group are given the opportunity to participate in discussions

The Vice-Chairs responsibilities include but are not limited to:

- Chairing meetings in the absence of the Chair person

Quorum (number needed to make decisions)

Quorum is achieved at a meeting when there are four or more members present, one of which must be a representative of the independent sector. If quorum is attained, decisions made at the meeting will be final. If, despite these provisions, quorum is not met at a Steering Group meeting, those in attendance will make conditional decisions. The Chairperson will inform absent members of the condition decisions as soon as possible after the meeting and members not in attendance will have ten working days to respond to these decisions. If no response is received, the decisions will be considered final. Each member will have one vote. Should any member not be able to attend a meeting they can vote by proxy via the Chairperson.

Members of the Steering Group from the Independent Sector are elected for a period of three years. Following this period the Consortium Partners will be canvassed for nominations followed by the Partners voting. Existing members of the Steering Group will be eligible to be re-elected. Members employed by Tameside MBC are permanent members of the Steering Group.

Members of the Steering Group are accountable to the Partners of the Consortium. Members will need to consult with Partners within their area, i.e. home care, etc. and bring any issues raised to the Steering Group and to evaluate the delivery of the workforce development strategy.

The Workforce Development Consultants for Adults and Early Years Sector have the autonomy to make decisions about the training and the use of resources to ensure the job role is carried out effectively and efficiently and will focus their work towards the agreed priorities.

Should a financial decision for special purposes* be required prior to a Steering Group meeting, the Workforce Development Consultants will be required to seek approval for expenditure from at least two members of the Steering group (one of which must be a representative from the independent sector). This applies to expenditure over £500. Under £500, the Workforce Development Consultants is not required to seek any approval. *Special purposes includes, but it is not limited to, contributions to functions, one-off purchases of equipment, agreement to spend surplus funds.

If members of the steering group or board do not attend 3 times in a row then they forfeit the right to be a member until the next election. The Partners will then be requested to nominate another representative.

Minutes will be distributed to all the Steering Group for agreement within 10 working days. If comments are not received within 10 working days it is assumed the members are satisfied with their accuracy and the minutes will be distributed to the Partners. Should the Chairperson be notified of a members absence from the office, the distribution can be delayed by up to 20 working days.

Conflict of interest/disclosure - if a steering group member, or their organisation, has a direct or indirect pecuniary or personal interest in a decision (e.g. for a funding proposal, or in the outcome of a steering group decision), they are to declare such an interest or any other perceived or actual conflict of interest prior to discussion and decision making by the steering group as a whole. If a member indicates a potential conflict, the other Steering Group members will determine if the member should participate in 1) the discussion regarding a decision, or 2) the decision itself.

Attendance of Guests, Advisors and Observers - as required, advisors and observers may participate in the meetings to provide information or expertise on a topic. Guests, advisors or observers do not have the right to vote on any issue.

Reviewing membership fees and consideration of uplifts:

Steering Group Meetings:

- Meet 4 times/year
- Must meet in last week November & first week in March to agree the focus of the bids
- Other dates will be in mid-June and mid-September.
- Each meeting will last for a maximum of 3 hours

There will be a periodic review of terms of reference, at least every three years or sooner should a decision be made by the board.

Meeting procedure and Arrangements:

Currently the Adult Steering Group meetings are held approximately every three months, usually between 2.30pm and 4.30pm, in most cases at 131 Katherine St.

Meetings for the Early Years Steering Group will set at an appropriate time and venue suitable to its members.

Meetings for the Board will be set at an appropriate time and venue suitable to its members.

Minutes of the last meeting will be sent out with the agenda for each meeting, with the next meeting arranged at the culmination of the last

The papers supporting each meeting are sent to each member one week before the meeting. The agenda for the meeting will routinely include:

- Apologies for absence
- Minutes of the last meeting
- Matters Arising
- Declaration of Interest
- Financial Review

The Workforce Development Consultant will keep a copy of approved minutes for members to access.

Invitation to put forward agenda items will be made to all members.

All decisions will be determined by majority votes by members present.