



Item No. 17

Meeting Date Wednesday 12th June 2024

**Glasgow City
Integration Joint Board
Finance, Audit and Scrutiny Committee**

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**IJB Finance, Audit and Scrutiny Committee
Annual Assessment**

Purpose of Report:

This report provides an update to IJB Finance, Audit and Scrutiny Committee (FASC) regarding effectiveness of FASC and training needs assessments and training plans for Members.

Background/Engagement:

The Chartered Institute of Public Finance and Accountancy (CIPFA) published guidance in late 2022 for local authority Audit Committees. The purpose of the guidance is to support Audit Committee members in fulfilling their role on Audit Committees. The key elements of this guidance were presented to Finance, Audit and Scrutiny Committee (FASC) in June 2023 and to the Integration Joint Board (IJB) in September 2023. These reports contained recommendations to improve compliance with the new guidance, based on a self-assessment of FASC by the IJB's Internal Audit team.

The recommendations from the self-assessment included proposals to; restructure the agenda of FASC meetings; development of an annual workplan for the committee; development of a committee training programme; an annual training plan for individual Members of FASC and; annual consideration and reporting of the performance of the committee in discharging it's responsibilities.

Governance Route:

The matters contained within this paper have been previously considered by the following group(s) as part of its development.

HSCP Senior Management Team

Council Corporate Management Team

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	Health Board Corporate Management Team <input type="checkbox"/> Council Committee <input type="checkbox"/> Update requested by IJB <input type="checkbox"/> Other <input checked="" type="checkbox"/> FASC June 2023 and IJB September 2023 Not Applicable <input type="checkbox"/>
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Recommendations:	The IJB Finance, Audit and Scrutiny Committee is asked to: a) note the contents of the report; b) approve the proposal to conduct an annual evaluation of the Finance, Audit and Scrutiny Committee; c) consider the proposal to make engagement with the annual assessment mandatory for FASC Members; d) approve the proposal for an IJB development session to inform future annual effectiveness assessment exercises; and e) approve the development of training plans for members based on survey feedback and external guidance.
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Relevance to Integration Joint Board Strategic Plan:
To provide assurance on all work conducted in line with the Strategic Plan.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	None
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Personnel:	None
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Carers:	None
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Provider Organisations:	None
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Equalities:	None
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Fairer Scotland Compliance:	None
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Financial:	None
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Legal:	The IJB will be compliant with the CIPFA Audit Committee guidance.
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Economic Impact:	None
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Sustainability:	None
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Sustainable Procurement and Article 19:	None
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Risk Implications:	Internal Audit facilitates the reduction of risks identified during the audit process.
Implications for Glasgow City Council:	The Internal Auditors of Glasgow City Council will continue to report to the Council on operational matters relating to Social Care services.
Implications for NHS Greater Glasgow & Clyde:	The Internal Auditors of the NHSGG&C will continue to report to the NHS Board on operational matters relating to NHS services.

1. Purpose

- 1.1 This report provides an update to IJB Finance, Audit and Scrutiny Committee (FASC) regarding effectiveness of FASC and training needs assessments and training plans for Members.

2. Background

- 2.1. The Chartered Institute of Public Finance and Accountancy (CIPFA) published guidance in late 2022 for local authority Audit Committees. The purpose of the guidance is to support Audit Committee members in fulfilling their role on Audit Committees. The key elements of this guidance were presented to Finance, Audit and Scrutiny Committee (FASC) in [June 2023](#) and to the Integration Joint Board (IJB) in [September 2023](#). These reports contained recommendations to improve compliance with the new guidance, based on a self-assessment of FASC by the IJB's Internal Audit team.
- 2.2. The recommendations from the self-assessment included proposals to; restructure the agenda of FASC meetings; development of an annual workplan for the committee; development of a committee training programme; an annual training plan for individual Members of FASC and; annual consideration and reporting of the performance of the committee in discharging its responsibilities.
- 2.3. These recommendations were agreed by FASC and the IJB and the first two have been implemented. This report provides an update on progression of the remaining recommendations, focussing on a training needs assessment for Members and effectiveness of the Committee.

3. Training needs analysis

- 3.1 The self-assessment compliance recommendations included development of an annual training plan for FASC members to ensure that they are fully trained on their role and responsibilities within FASC and to ensure objectivity, confidence and an enquiring and independent approach to financial scrutiny. Approval was provided for the development of a training needs assessment and training plans to be created.

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- 3.2 Following discussion at previous IJB and development sessions it was agreed that the training needs analysis would encompass the IJB and committees, with specific opportunities to identify the unique requirements for FASC. This would ensure that all IJB Members' training needs could be assessed and provided for and to ensure that any specific training requirements to support sitting on FASC would be available to both those who already do, and those who might join FASC in the future. This would also enable us to update the results of a previous governance and training survey conducted in February 2023, since when there have been a number of changes in membership.
- 3.3 The Annual Assessment and Training Needs Analysis survey was developed on Smart Survey and shared with all Members on 12th April 2024. Reminders were sent to encourage engagement by the 3rd May deadline. Responses were monitored and an extension was agreed to ensure maximum compliance leading to the survey closure on 10th May 2024.
- 3.4 Responses have been collated and individual training plans will be put into place for Members dependent on needs and resource requirements. The information collated will also enable officers to review and alter induction processes and materials to ensure best practice for new Members and opportunity for refreshers for existing members.
- 3.5 The training needs assessment and development of training plans for FASC Members will take into consideration expert advice and guidance from organisations such as the Improvement Service, who presented on this subject to the Council's Operational Performance and Delivery Scrutiny Committee (OPDSC) in [August 2023](#), on the meaning of scrutiny, the principles of effective scrutiny and the skills required to undertake scrutiny. Consideration will also be given to the recommendations made by the Standards Commission and CIPFA relating to being members of health and social care integration joint boards and members of scrutiny committees.
- 3.6 A range of training options are available to support individual training plans. CIPFA offer several commercially available accredited courses, however other options have been sought to allow a range of options at a range of price points. Details can be found in Appendix 2 and include in-house training options. This is not an exhaustive list.
- 3.7 IJB Members were asked to identify in which areas they would benefit from additional training. A range of training requirements were identified as below.

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In which areas do you think your skills/knowledge could be developed to assist you to effectively perform your role on the IJB / Committee?

Sentiment Analysis

Answer Choices	Responses	Percentage	Count
Public Sector Equality Duty (PSED)		45.45%	5
Equality awareness (e.g. unconscious bias, EQIA etc)		18.18%	2
Leadership, management and communication tools		9.09%	1
Budget Setting Process		27.27%	3
Information technology and administration (i.e. Use of Microsoft Outlook, Teams and Word training)		0.00%	0
Service and functions delegated to and delivered by the IJB/HSCP		45.45%	5
Integration Joint Board Code of Conduct		0.00%	0
Role of an IJB Member		18.18%	2
Distinguishing between IJB and Partner Organisation Role		27.27%	3
Declarations of Interest		0.00%	0
Scrutiny of Proposals / Decision Making		45.45%	5
Assessing Impact of Proposals (beyond equalities)		81.82%	9
Understanding and Assessing Risk		54.55%	6
Voting Processes		0.00%	0
Understanding Financial Policies Procedures and Processes		27.27%	3
Distinguishing Between Operational Via Strategic Budget Setting and Responsibilities		36.36%	4
Technical Financial Skills - Audit, Data, Costings		9.09%	1
Understanding effective community engagement		18.18%	2
Confidence, Assertiveness and Respectful Challenge		9.09%	1

Additional options provided in the comments were:

‘Understanding how we are expected to review and measure Operational Performance of the services delivered by the HSCP and the GGC NRS’

Respondents were asked if they could identify any additional training requirements specifically for FASC membership. The comments included:

- *‘None – information provided at induction was detailed and appropriate’*
- *‘The approach at FASC to reviewing performance is not adequate’*
- *‘I had no induction to the FASC when I joined - as such I was thrown into the deep end! I am still struggling to understand my role and the role of the FASC.’*
- *‘None - I have sufficient knowledge and experience to serve on such a committee’*

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3.8 Based on the responses individual training plans will be proposed for individual Members, with any training specifically relevant to FASC membership considered and included as a mandatory requirement for committee Members. The data will also be used to consider updates to the induction process for new Members. Training plans will also incorporate the advice provided in the Standards Commission advice note for members of IJBs in relation to training, which includes a requirement to cover; managing conflicts of interest; understanding the organisational cultures of the NHS and councils and; the roles of non-voting members of the IJB.



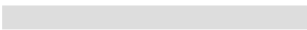



4. Effectiveness

4.1 Officers conducted desktop research of other HSCPs and Local Authorities to identify papers related to any annual assessment processes. There was an absence of information and guidance as to how a public sector committee can evaluate effectiveness robustly. However, some guidance was available and followed from papers to Glasgow City Council's Wellbeing, Equalities, Communities, Culture and Engagement City Policy Committee (WECCE) and Operational Performance and Delivery Scrutiny Committee (OPDSC).

4.2 The survey to IJB Members and their substitutes covered questions related to their work on the IJB, and where Members identified themselves as being on either of the two committees, asked specific questions related to that committee. In this way officers would be able to isolate opinions relevant to sitting on FASC and progress the recommendations made through the self-assessment described above. Full results to the survey questions can be provided to Members on request and will be shared with the Chairs of the IJB and committees for consideration.

4.3 In total, responses were received from 14 IJB Members, although 15 responses are registered due to the fact one Member submitted 2 partial responses. The breakdown of the responders was:

Are you: (please check all that apply)

Answer Choices	Responses	
Voting Member/Substitute of the Integration Joint Board	 53.33%	8
Non Voting Member / Stakeholder Representative of the Integration Joint Board	 46.67%	7
Voting Member/ Substitute for the Finance Audit and Scrutiny Committee (FASC)	 0.00%	0
Non Voting Member / Stakeholder Representative of the Finance Audit and Scrutiny Committee (FASC)	 0.00%	0
Voting Member/Substitute of the Public Engagement Committee (PEC)	 0.00%	0
Non Voting Member / Stakeholder Representative of the Public Engagement Committee (PEC)	 13.33%	2

Answered: 15 Skipped: 0 Response Total: 15

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4.4 No Members selected the option to identify themselves as being on FASC despite some respondents being on the committee. As such those respondents were not taken to the FASC-specific questions and therefore no data was captured related specifically to working on that committee.





4.5 IJB members asked about what would improve their ability to carry out scrutiny as part of their roles and said:

'Shorter reports which are easier to assimilate.'

'It can be hard at the development sessions when slides are put up and moved through quickly. But the chairs usually allow for additional scrutiny.'

4.6 Members further referred to the time available for reviewing and considering IJB reports. Whilst these comments related to the IJB, the issues will be considered as part of the requirement to support FASC Members in carrying out their specific role.

Do you have sufficient time to review and consider the papers in advance of the IJB? Sentiment Analysis

Answer Choices	Responses		
Yes always		41.67%	5
Yes most of the time		25.00%	3
No mostly not		33.33%	4
No never		0.00%	0

Reasons for issues with reading the papers were as follows:

- Volume of papers and work commitments and/or part time hours
- Changes and follow up papers leading to late issuing
- Reliance on hard copies can mean late delivery and not enough time to read the volume of papers.

'Papers require to be finalised - no extras or to follow items - and circulated as one PDF file at least 10/12 working days before an IJB meeting.'

4.7 The table below summarises FASC activity during 2023-24. Work is required to consider how the information within the table can be built upon to enable a more qualitative assessment of the effectiveness of the committee's work and the impact it has.

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Description	Number
Membership	
Council voting members	3
Health Board voting members	3
Professional members	1
Stakeholder representative members	1
Vacancies	1
Meetings	
Meetings held	6
Meetings cancelled	0
Total member attendees	108
Total apologies	10
Agenda	
Total agenda items	98
Items relating to audit	12
Items relating to finance	7
Items relating to performance	21
Items relating to governance, assurance, risk	22
CIPFA papers	2

- 4.8 FASC quorate is three voting members and there has not been an occasion where the committee did not meet quorate.
- 4.9 Amid large and varied agendas for FASC there are a number of regular reports that are scrutinized, these include:
- Annual Health and Safety Report
 - Annual Audit Plan and Annual Audit Report
 - Annual Accounts and Governance Statement
 - Adult Support and Protection Annual Self Evaluation
 - Clinical and Professional Quarterly Assurance Statement
 - Risk Management
 - Attendance Management
 - Quarterly Budget Updates
 - Annual Performance Report
 - Annual Complaints Report
 - FASC Annual Workplan.
- 4.10 As referred to above, the exercise to assess the effectiveness of FASC on this occasion was hindered by a lack of information on how effectiveness can be measured and by a lack of responses from Members of the Committee to the survey. However, using the metrics above it can still be said that FASC has discharged its responsibilities as a scrutiny committee and in line with the remit of the committee as outlined in its Terms of Reference (summarized in Appendix 1).
- 4.11 The recommendations from the self-assessment based on the CIPFA guidance included the need to evaluate the effectiveness of FASC on a regular basis. It is proposed that an annual effectiveness survey is completed with all Members, which will report to both FASC and the IJB each year.
- 4.12 It is further proposed that the methodology and scope of the annual effectiveness assessment should be informed by Members through participation in a development session for IJB members. The development session could be led by an external facilitator or a neutral member of staff (e.g. from Organisational Development) to lead a reflective practice session that seeks to define effectiveness and how to measure it, and would consider

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the following as examples of the type of information to include in the annual exercise:

- Committee Composition and Function (including terms of reference, vacancies, skills assessment, workplan)
- Committee meeting process and support to members
- Strategic Planning and Performance Monitoring
- Financial and Project management
- Risk, audit, and Governance
- Attendance and conduct
- Engagement with stakeholders.

4.13 Consideration should be given to mandating compliance with the annual effectiveness assessment.

4.14 The wider survey findings in relation to Members' views of their roles on the IJB and Public Engagement Committee will be shared with the Chairs and Vice Chairs of the IJB and its committees to consider next steps in addressing the comments, issues and suggestions made by Members.

5. Recommendations

5.1 The IJB Finance, Audit and Scrutiny is asked to:

- a) note the contents of the report;
- b) approve the proposal to conduct an annual evaluation of the Finance, Audit and Scrutiny Committee;
- c) consider the proposal to make engagement with the annual evaluation mandatory for FASC Members;
- d) approve the proposal for an IJB development session to inform future annual evaluations; and
- e) approve the development of training plans for members based on survey feedback and external guidance.

IJB Finance, Audit and Scrutiny Committee Remit

- Monitoring internal financial control, ensuring that appropriate financial controls are in place
- Ensuring that performance is monitored against budget and that the budget plan is clearly linked to the strategic plan
- Endorsement of capital schemes promoted by the parent bodies
- Approval of the annual audit plan
- Initiating and undertaking specific audits and/or reviews of any matters falling within the remit of the committee or requested by the Integration Joint Board
- Receiving and considering summaries of internal and external audit reports which relate to any issue falling within the remit of the Integration Joint Board
- Reviewing reports of external inspections of health and social care services and facilities within Glasgow City
- Promoting value for money studies and best value
- Taking an overview of the Integration Joint Board's Transformational Change programmes
- Review of Risk Registers
- Referring back to the Integration Joint Board for its consideration any Service/Financial performance issue which might have implications for policy development coming within the remit of the Integration Joint Board
- Approval of the Annual Accounts and Annual Governance Statement prior to presentation to the Integration Joint Board
- To consider the external auditor's annual letter and associated reports and to report on these to the IJB
- To advise on the effectiveness of relationships between external and internal audit and other inspection agencies
- Review of the Quarterly Professional and Clinical Governance Statement and outputs from the IJB Professional and Clinical Governance Board
- Maintain oversight of the Health and Social Care Partnership's performance in statutory functions such as complaints handling, Freedom of Information and Participation Requests
- Monitor progress and review updates on various pieces of work across the Health and Social Care system on behalf of the IJB
- Convening an Appointments Panel to organise and oversee the recruitment to the posts of Chief Officer; Chief Officer, Finance and Resources; Chief Officer, Strategy and Operations and any other executive-level posts that may in future be established.

Resources

SOURCE	LINK
CIPFA Training	CIPFA Training
CIPFA Webinars	CIPFA Webinars
The Open University	Open University / Public Sector
Glasgow University	University of Glasgow - Study - Upskilling Microcredentials
FutureLearn	Futurelearn.com
GOLD	GOLD Login
TURAS	Turas Login
Tedtalks	Ted.com/talks

Training & Development Courses

Public Sector Context & Needs

COURSE TITLE	DESCRIPTION	SKILLS	PROVIDER	COST	LINK
An Introduction to Public Leadership	<p>Explore the distinctive features of leadership in public service, including its increasing focus on the generation of public value and the negotiation of different forms of public interest; and learn some of the key skills of public leadership such as political astuteness, working in collaboration and conflict handling.</p> <p><u>Learning Outcomes:</u></p> <ul style="list-style-type: none"> – understand the importance of leadership in public services and the role of leaders in the creation of public value – reflect on experiences of leadership in the public sphere for personal development – assess the style, effectiveness and political astuteness of public service professionals and activists exercising leadership – recognise how to improve personal effectiveness in leading teams, change and innovation – propose collaborative solutions to complex problems and conflict solutions in the public sphere. 	<ul style="list-style-type: none"> -Leadership -Public Sector - Creating Public Value 	The Open University	Free	The Open University - Open Learn - An Introduction to Public Leadership
Introduction to Management & Leadership in Health Services	<p>This course is designed to equip learners with the skills to critically assess the role of management and leadership in health services.</p> <p><u>Learning Outcomes:</u></p> <ul style="list-style-type: none"> – assess the role of management and leadership in UK health services; 	<ul style="list-style-type: none"> -Leadership -Health & Social Care 	University of Glasgow	Funded Places Available / £799	University of Glasgow - Study - Microcredentials - Introduction to Management &

	<ul style="list-style-type: none"> – evaluate the organisation and delivery of health care services, including interorganisational issues; – critically appraise the principles underlying the development of health services and health service policy; – evaluate and apply the principles of quality assurance, clinical governance, and risk management in health services. 				Leadership in Health Services
Introduction to Local Government Finance	<p>A four hour e-learning course providing an overview of the structure and funding of UK local government.</p> <p><u>Content:</u></p> <ul style="list-style-type: none"> – the range of council models in operation and their statutory service requirements – the governance roles of both officers and politicians – the funding mechanisms that apply to local authorities – how councils are meeting funding challenges by looking towards innovative income generation options – the future challenge and opportunity facing the public sector 	-Finance	CIPFA	£99 + vat	CIPFA - Introduction to Local Government Finance
Understanding Public Financial Management: How Is Your Money Spent?	<p>This free online course will provide you with the knowledge and tools to understand and evaluate the management of financial resources across the public sector.</p> <p><u>Learning Outcomes:</u></p> <ul style="list-style-type: none"> – understand the basics of public financial management; – read simple public sector financial statements; – explain how governments raise finance through various means; – explain how the budget process works at national and sub-national levels; – understand how auditing is conducted in public sector organisations; – and understand how public sector organisations are held accountable to the public. 	-Public Sector Finance	University of London via FutureLearn	Free / £99	Futurelearn - Public Financial Management
Finance Skills: Governance and Accountability	<p>This e-learning course explores the principles of good governance, the role of an efficient board, the concepts of accountability and other public service principles, and how performance (including financial management) can be effectively scrutinised within an effective governance framework.</p>	-Finance -Governance -Accountability	CIPFA	£99 + VAT	CIPFA - Finance Skills: Governance and Accountability
Difficult Decisions	<p>This course is part of the change programme and will help you with difficult decisions.</p>	-Leadership -Decision Making	GOLD	Free	GOLD

Technical Skills

COURSE TITLE	DESCRIPTION	SKILLS	PROVIDER	COST	LINK
Finance Skills: Procurement and Contract Management	<p>This e-learning course is a comprehensive introduction to managing procurement activity in a practical manner to help achieve real value for money. It is available as e-learning and can be delivered in-house.</p> <p>Learning Outcomes:</p> <ul style="list-style-type: none"> – Understand the management of procurement in the public sector context and how it can support delivery of the organisation’s overall strategy, policy framework and legal obligations. – Be able to apply the principles and practices of contract management to meet an organisation’s overall strategy and leverage the potential value from the supply chain. 	-Procurement	CIPFA	£99 +VAT	CIPFA - Short Courses - Finance Skills: Procurement and Contract Management
Introduction to Sustainable Public Procurement in Scotland	An introduction to Sustainable Public Procurement in Scotland.	-Procurement	GOLD	Free	GOLD
Understanding Financial Statements	<p>This course will help you develop a general understanding of financial reports.</p> <p><u>Learning Outcomes:</u></p> <ul style="list-style-type: none"> – describe general purpose financial reports – explain the terms assets, liabilities, revenue, expenses and equity – know the difference between a profit and a cash surplus – use a balance sheet to estimate the net worth of an organisation – explain how the three financial statements fit together and provide management information. 	-Finance	Open University	£150	Open University Short Courses
The Bribery Act 2010	Increased knowledge and understanding of how the Bribery Act 2010 affects you.		GOLD	Free	GOLD
Getting Started with Data	Introduces ways that organisations use information and why this is important in your role.	-Technical Skills: Data	GOLD	Free	GOLD
Introduction to Equality, Diversity and Human Rights	<p>This eLearning module has been developed to meet the essential learning needs of the health and social care workforce in Scotland.</p> <p><u>Learning Outcomes:</u></p> <ul style="list-style-type: none"> – State the non-discrimination, equality and human rights responsibilities you and your organisation have. – Identify discrimination, harassment, and inappropriate behaviour where you work. – Identify actions you can take to challenge and prevent inappropriate behaviour. 	-Equality & Diversity	TURAS	Free	Learn NES NHS

	– Identify the meaning of key words and why language is important.				
Equality & Diversity Awareness	Understand the Council's approach to equality and diversity and your responsibilities as an employee.	-Equality & Diversity	GOLD	Free	GOLD
Equality Impact Assessment Lead Officer Training	How to be a lead officer conducting an EQIA on a service or price of work providing an understanding of equality issues. This training is a fundamental approach that helps ensure processes, structures or changes within the NHS/Council are maximising the opportunity to promote inclusion and equality.	-Equality and Diversity	In Person	Free	NHS and or GCC

Leading & Influencing

COURSE TITLE	DESCRIPTION	SKILLS	PROVIDER	COST	LINK
Leadership Development Programme	A four day course for future leaders and managers supporting the development of excellent leadership practices within public sector finance. <u>Course outline:</u> – Module One – Leading Self – Module Two – Leading Teams – Module Three – Leading Others – Module Four – Leading an Organisation	-Leadership -Public Sector Finance	CIPFA	£950 + VAT per delegate	CIPFA - Leadership Development Programme
Management of Uncertainty: Leadership, Decisions and Action	Develop greater leadership skills and learn to make effective decisions in conditions of radical uncertainty.	-Leadership -Decision Making	The Open University	Funded places available / £800	Open University Microcredentials / Management of Uncertainty: leadership, decisions and Action
Leadership Decision Making	Explore the issues of effective decision making from a leadership perspective; Identify the skills and qualities of an effective leader; Examine leadership theories relating to decision making; Avoid cognitive biases in individual and group decision making.	-Leadership -Decision Making	University of Lincoln via FutureLearn	Free / £79	FutureLearn - Decision Making as a Leader
Collective Leadership	An insight into the importance of how to be a more effective leader, and how to better engage and work with 'followers' in an organisational setting. <u>Content:</u> – What is leadership? – Individual leadership versus collective leadership – Leadership practices to promote collective leadership	-Leadership	The Open University	Free	The Open University - Open Learn - Collective Leadership

Leadership Challenges in Turbulent Times	<p>Understand and explain how leadership changes in accordance to the needs of the turbulent environments that we experience; explore the leadership challenges that can affect leadership effectiveness and will seek ways to successfully face these challenges.</p> <p><u>Content:</u></p> <ul style="list-style-type: none"> - Dealing with leadership challenges - Recognising inclusiveness and diversity - Leadership as a positive-sum game 	- Leadership	The Open University	Free	The Open University - Open Learn - Leadership Challenges Turbulent Times
The Need for Strategy	This module explores the framework which looks at strategy, structure, systems, shared values, skills, style and staff. We will also look at the political, economic, social and technical factors that could influence an organisations success and will explore organisational strategies.	- Strategy	GOLD	Free	GOLD
Strategy and Business Environment	This course is part of the change programme and will help you look strategically and at the business environment	- Strategy	GOLD	Free	GOLD
Influencing Techniques and Skills	Essential techniques you will need to use when you wish to influence others to gain acceptance of your ideas and change other people's behaviour and attitudes. It covers activities such as networking and planning your influencing strategy and approach; goes on to look at the process of the interaction; and finally considers the specific details of phrasing your message and dealing with questions and objections.	-Influencing	GOLD	Free	GOLD
Conflict Skills and Techniques	Explore the skills and techniques required to successfully handle conflict; how to manage your behaviour to ensure successful outcomes; how to select and demonstrate appropriate skills to diffuse and repair conflict and how to successfully maintain difficult relationships.	-Conflict Management	GOLD	Free	GOLD
Communicating with Emotional Intelligence	Examine the six steps involved in communicating with emotional intelligence. Carrying out the actions in these six steps will help you to build solid, trustworthy and open relationships with your colleagues.	-Communication	GOLD	Free	GOLD
Leading Others Through Change	This course is part of the change programme and will help you lead others through change.	-Leadership -Change	GOLD	Free	GOLD
Making the Change	This module looks at the seven characteristics of effective change agents and explores the decision making process. A force-field analysis will help you to uncover both the driving and restraining forces for change. We will look at the importance of effective communication and active listening.	-Leadership -Change	GOLD	Free	GOLD
Leadership Qualities: Creativity and Innovation	Creativity is about opening up the mind to new possibilities while innovation is finding new ways to improve the current way of working. The aim of this module is to develop your understanding of the leadership elements underpinning creativity and innovation.	-Leadership -Innovation -Creativity	TURAS	Free	Learn NES NHS - Leadership Qualities: Creativity and Innovation

Increasing Public Value

COURSE TITLE	DESCRIPTION	SKILLS	PROVIDER	COST	LINK
Critical and Strategic Thinking in Practice	<p>Learn to solve complex problems with strategic thinking; Discover how to approach and define problem-solving; Explore different critical thinking strategies; Develop communication skills to get buy-in for your solutions.</p> <p><u>Learning Outcomes:</u></p> <ul style="list-style-type: none"> – Apply the conceptual thinking framework to a problem of your choice and structure your team to implement it. – Define the problem you're facing in clear and succinct terms. – Apply critical thinking strategies to generate possible solutions. – Explore how to communicate your analysis of the problem and your proposed solutions in ways that win buy-in from other stakeholders within and outside of your organisation. 	<p>-Strategic Thinking</p> <p>-Communication</p>	BigThink via FutureLearn	£64	Futurelearn - Critical and Strategic Thinking in Practice
An Overview of Alternative Service Delivery Models	<p>This one-day in-house training course is designed to give an introduction to and practical understanding of the alternative service delivery models available and how to choose between them.</p> <p>It covers the drivers for change, legal frameworks, how to establish the models and the associated accounting and management issues.</p>	-Delivery Models	CIPFA		CIPFA - Short Courses - An Overview of Alternative Service Delivery Models

Ted Talks, Webinars & Podcasts

TITLE	DESCRIPTION	SPEAKER	SKILLS	LINK
What is Economic Value, and who Creates it?	Where does wealth come from, who creates it and what destroys it? In this deep dive into global economics, Mariana Mazzucato explains how we lost sight of what value means and why we need to rethink our current financial systems -- so capitalism can be steered toward a bold, innovative and sustainable future that works for all of us.	Mariana Mazzucato: helps policymakers understand how the global economy really works (and how we need to fix it).	<p>-Social Change</p> <p>-Finance</p> <p>-Economics</p>	Ted Talk: Mariana Mazzucato: What is Economic Value and who Creates it?
What if You Could Help Decide How the Government Spends Public Funds?	In this inspiring call to action, community leader Shari Davis shows how participatory budgeting can strengthen democracy, transform neighborhoods and cities -- and give everyone a seat at the table. "We've got to open the doors to city halls and schools so wide that people can't help but walk in," they say.	Shari Davis: a leader of the Participatory Budgeting Project.	<p>-Social Change</p> <p>-Finance</p> <p>-Leadership</p> <p>-Government</p> <p>-Policy</p>	Ted Talk: Shari Davis: What if you Could Help Decide how the Government Spends Public Funds

Collective Cooperation in the Social Sector	Wendy Woods reveals the powerful impact of collective cooperation in the social sector. Using examples of different NGOs, each one working independently to eradicate malaria, she explains how an individualistic approach reduced their efforts and resulted in fatal inefficiencies -- and what happened when they finally aligned their overall mission.	Wendy Woods: Managing Director & Senior Partner of Boston Consulting Group (BCG) and Vice Chairman of BCG's Social Impact practice.	-Social Change -Health Care -Collaboration	Ted Talk: Wendy Woods: Collective Cooperation in the Social Sector
You Don't Have to be a CEO to be a Great Leader	Successful leadership in our popular imagination is most often associated with particular kinds of individuals, the ones who adopt the top-down, take-charge, transformational approach to running things. In this talk, writer and educator Alex Budak challenges this convention with the concept of micro-leadership, proposing that leadership doesn't mean constant exertion of control--it means performing small acts that serve others and catalyse big impact.	Alex Budak: faculty member at UC Berkeley, co-founder of StartSomeGood, and the author of Becoming a Changemaker.	-Leadership -Communication	Ted Talk: Alex Budak: You Don't Have to be a CEO to be a Leader
How to Benefit from Uncomfortable Conversations	Facilitator Jason Jay dissects how conversations sour, offering ways to move past the discomfort and even harness the creative energy of disagreement.	Jason Jay: Senior Lecturer at the MIT Sloan School of Management and Director of the Sustainability Initiative at MIT Sloan.	-Communication	Ted Talk: Jason Jay: How to Benefit from Uncomfortable Conversations
5 Ways to Lead in an Era of Constant Change	Organizational change expert Jim Hemerling thinks adapting your business in today's constantly-evolving world can be invigorating instead of exhausting. He outlines five imperatives, centered around putting people first, for turning company reorganization into an empowering, energizing task for all.	Jim Hemerling practices smart ways to deal with, and even grow from, the unavoidable and accelerating transformations taking place at work.	-Leadership -Communication -Innovation -Collaboration	Ted Talk: Jim Hemerling: 5 Ways to Lead in an Era of Constant ChangeE
10 Ways to Have a Better Conversation	When your job hinges on how well you talk to people, you learn a lot about how to have conversations -- and that most of us don't converse very well. Celeste Headlee has worked as a radio host for decades, and she knows the ingredients of a great conversation: Honesty, brevity, clarity and a healthy amount of listening. In this insightful talk, she shares 10 useful rules for having better conversations. "Go out, talk to people, listen to people," she says. "And, most importantly, be prepared to be amazed."	Celeste Headlee's years of interview experience give her a unique perspective on what makes for a good conversation.	-Communication	Ted Talk: Celeste Headlee: 10 Ways to Have a Better Conversation
Everyday Leadership	We have all changed someone's life -- usually without even realizing it. In this funny talk, Drew Dudley calls on all of us to celebrate leadership as the everyday act of improving each other's lives.	Drew Dudley believes leadership is not a characteristic reserved for the extraordinary. He works to help people discover the leader within themselves.	-Leadership -Communication	Ted Talk: Drew Dudley: Everyday Leadership

How to Lead in a Crisis	Humility, transparency and urgency are the keys to successfully steering an organization -- big or small -- through the challenges that come your way. Leadership expert Amy C. Edmondson provides clear advice and examples to help any leader rise to the occasion.	Amy C. Edmondson studies people and teams seeking to make a positive difference through the work they do.	-Leadership -Communication	Ted Talk: Amy C Edmondson: How to Lead in a Crisis
The Risky Politics of Progress	Global problems such as terrorism, inequality and political dysfunction aren't easy to solve, but that doesn't mean we should stop trying. In fact, suggests journalist Jonathan Tepperman, we might even want to think riskier. He traveled the world to ask global leaders how they're tackling hard problems -- and unearthed surprisingly hopeful stories that he's distilled into three tools for problem-solving.	Jonathan Tepperman writes on the world's most pervasive and seemingly intractable challenges.	-Politics -Collaboration -Policy -Government	Ted Talk: Jonathan Tepperman: The Risky Politics of Progress
How Finance Teams Can Help Drive Integration	This webinar recording is relevant for anyone involved in taking forward joint working between councils, health and social care organisations. It takes you through some of the latest developments on health and social care integration and includes the experience of Plymouth City Council and NEW Devon Clinical Commissioning Group.	CIPFA Recording	-Finance -LG & H&SC Integration	Webinar: How Finance Teams can Help Drive Integration
Making Sense of Governance	This webinar addresses the importance of governance including tips and advice on how to implement.	CIPFA Recording	-Governance	Webinar: Making Sense of Governance