

**Council Offices
South Lanarkshire Council
Almada Street
Hamilton
ML3 0AA**

Friday, 02 November 2018

Dear Councillor

Clyde Valley Learning and Development Joint Committee

The Members listed below are requested to attend a meeting of the above Joint Committee to be held as follows:-

Date: Monday, 11 June 2018
Time: 14:00
Venue: Committee Room 5, Council Offices, Almada Street, Hamilton, ML3 0AA

The business to be considered at the meeting is listed overleaf.

Yours sincerely

**Paul Manning
Clerk to the Joint Committee**

Members

Council

East Dunbartonshire
East Renfrewshire
Glasgow City
Inverclyde
North Lanarkshire
Renfrewshire
South Lanarkshire
West Dunbartonshire

Member

Councillor Jim Gibbons
Councillor Colm Merrick
Councillor Richard Bell
Councillor Martin Brennan
Councillor Angela Campbell
Councillor Jim Paterson
Councillor Katy Loudon
Councillor Karen Conaghan

Substitute

To be advised
To be advised
Councillor Elaine McSporran
Councillor Natasha Murphy
To be advised
Councillor Lorraine Cameron
Councillor Gladys Miller
Councillor Caroline McAllister

Copies to substitute members for information only

BUSINESS

1 Declaration of Interests

- 2 Minutes of Previous Meeting** 5 - 12
Minutes of the Clyde Valley Learning and Development Joint Committee held on 4 December 2017 submitted for approval as a correct record. (Copy attached)

Item(s) for Monitoring

- 3 Revenue Budget Monitoring 2018/2019 - Clyde Valley Learning and Development Joint Committee** 13 - 16
Report dated 14 May 2018 by the Treasurer to Clyde Valley Learning and Development Joint Committee. (Copy attached)

Item(s) for Decision

- 4 Annual Governance Statement 2017/2018** 17 - 22
Report dated 18 May 2018 by the Treasurer to Clyde Valley Learning and Development Joint Committee. (Copy attached)
- 5 2017/2018 Annual Report and Accounts - Clyde Valley Learning and Development Joint Committee** 23 - 48
Report dated 15 May 2018 by the Treasurer to Clyde Valley Learning and Development Joint Committee. (Copy attached)
- 6 Update on the Future and Funding for the Clyde Valley Learning and Development Project 2018/2019** 49 - 54
Report dated 21 May 2018 by the Chair of Clyde Valley Learning and Development Project Implementation Steering Group. (Copy attached)

Item(s) for Noting

- 7 Charging for Services Provided by the Clyde Valley Learning and Development Project** 55 - 58
Report dated 17 May 2018 by the Chair of Clyde Valley Learning and Development Project Implementation Steering Group. (Copy attached)
- 8 Clyde Valley Learning and Development Project - Contract Extension for e-Learning Service (Learning Management System)** 59 - 62
Report dated 17 May 2018 by the Chair of Clyde Valley Learning and Development Project Implementation Steering Group. (Copy attached)
- 9 Clyde Valley Learning and Development Project - Update on e-Learning Group Developments** 63 - 68
Report dated 18 May 2018 by the Chair of Clyde Valley Learning and Development Project Implementation Steering Group. (Copy attached)

Urgent Business

10 Urgent Business

Any other items of business which the Chair decides are urgent.

For further information, please contact:-

Clerk Name: Stuart McLeod

Clerk Telephone: 01698 454 815

Clerk Email: stuart.mcleod@southlanarkshire.gov.uk

CLYDE VALLEY LEARNING AND DEVELOPMENT JOINT COMMITTEE

Minutes of meeting held in Committee Room 5, Council Offices, Almada Street, Hamilton on 4 December 2017

Convener:

Councillor Katy Loudon, South Lanarkshire Council

Councillors Present:

East Dunbartonshire Council:	Jim Gibbons (Vice Convener after item 2)
East Renfrewshire Council:	Colm Merrick
Glasgow City Council:	Richard Bell
Inverclyde Council:	Martin Brennan
North Lanarkshire Council:	Angela Campbell

Councillors' Apologies:

Renfrewshire Council:	Jim Paterson and Lorraine Cameron (Substitute)
West Dunbartonshire Council:	Karen Conaghan and Caroline McAllister (Substitute)

Attending:

Clerk's Office

Stuart McLeod, Administration Officer, South Lanarkshire Council

Treasurer's Office

Amanda Murray, Finance Adviser, South Lanarkshire Council

Clyde Valley Learning and Development Project

Gerry Farrell, Project Manager

Margaret Quinn, Project Development Officer

Project Implementation Steering Group

Rosemary Workman, East Dunbartonshire Council

Pauline Cameron, East Renfrewshire Council

Vhairi Todd, Glasgow City Council

Pauline McCafferty, North Lanarkshire Council

Simon Hall and Lenore Robson, Renfrewshire Council

Gill Bhatti (Chair), South Lanarkshire Council

Also Attending:

Tony Mackie, Principal Officer, Learning and Development, Glasgow City Council

1 Declaration of Interests

No interests were declared.

2 Minutes of Previous Meeting

The minutes of the meeting of the Clyde Valley Learning and Development Joint Committee held on 28 August 2017 were submitted for approval as a correct record.

The Joint Committee decided: that the minutes be approved as a correct record.

3 Position of Vice Convener

The Joint Committee decided: that Councillor Jim Gibbons, East Dunbartonshire Council be appointed as the Vice Convener of the Joint Committee.

4 Revenue Budget Monitoring 2017/2018 - Clyde Valley Learning and Development Joint Committee

A report dated 13 November 2017 by the Treasurer to the Clyde Valley Learning and Development Joint Committee was submitted comparing actual expenditure at 10 November 2017 against budgeted expenditure for the Clyde Valley Learning and Development Joint Committee's revenue budget.

The Joint Committee decided: that the breakeven position on the revenue budget, as detailed in Appendix A to the report, be noted.

[Reference: Minutes of 28 August 2017 (Paragraph 10)]

5 The Future and Funding for the Clyde Valley Learning and Development Project for 2018/2019

A report dated 10 November 2017 by the Chair of the Clyde Valley Learning and Development Project Implementation Steering Group was submitted on the:-

- ◆ current benefits delivered by the Clyde Valley Learning and Development Project
- ◆ requirement to agree a sustainable funding model to the mutual satisfaction of all member councils

Following a decision regarding funding taken by the Joint Committee on 14 March 2011, the Project had continued to be funded through annual contributions from member councils, as detailed in the report, with the remaining operating costs being underwritten by South Lanarkshire Council. In addition to the funding, the Project's model of delivery relied heavily on contributions of time from officers of the member councils to develop and share the various outputs from the Project.

The member councils were under unprecedented budgetary pressures and it was in that context that the funding and delivery model of the Project required to be reviewed. Member councils were considering whether the Project continued to provide value for money and appropriate outcomes and benefits. Details of the extensive benefits for member councils were outlined in the report.

A key principle of the Project was the sharing of benefits and outcomes achieved with other local authorities and this had primarily been achieved through associate membership of the Project. To date, associate member councils had not contributed financially to the Project.

The e-Learning Sub-group had consulted the member councils and the majority of the associate member councils regarding its intention to exercise the option of extending the contract with Brightwave Limited for the provision of an e-Learning Service. To date, responses had been received from 11 councils and the Improvement Service, with 4 confirming that they would prefer to exercise the option to extend the contract beyond 1 August 2018. Associate member councils had also been asked if they would be willing to make a financial contribution to the ongoing costs of the Project and no positive responses had been received.

In order to determine the future arrangements for the Project, it was proposed that the Project Implementation Steering Group submit a report to the next meeting of the Joint Committee for further consideration on options to:-

- ◆ maintain the existing funding structure of member council contributions, with the remaining costs being absorbed by the lead authority (South Lanarkshire Council)
- ◆ maintain the existing funding structure of member council contributions, with the remaining costs being absorbed by the lead authority, however, each member council taking a turn in rotation to be the lead authority
- ◆ augment the existing contribution level from member councils by requesting an annual membership contribution from the associate member councils
- ◆ increase the annual contribution from member councils by an agreed level
- ◆ augment the corporate contribution from member councils to reflect the fact that many of the Project's benefits were focused on the Health and Social Care agenda by requesting match funding from the Health and Social Care Partnerships which could increase the overall annual contribution to the Project to £64,000
- ◆ reform the Clyde Valley Project with a reduced structure and scope
- ◆ disband the Clyde Valley Project with the consequential impacts on existing training models and contracts

In response to a question from Councillor Merrick, the Chair of the Clyde Valley Learning and Development Project Implementation Steering Group advised that no member councils had indicated that they did not want to extend the contract with Brightwave Limited.

In response to a question from Councillor Gibbons, the Chair of the Project Implementation Steering Group advised that she would further pursue the option of associate member councils contributing to the ongoing costs of the Project.

The Joint Committee decided:

- (1) that the continued benefits realised by the Clyde Valley Learning and Development Project be noted;
- (2) that the Project Implementation Steering Group be tasked with reviewing options for the continued sustainable funding for the Project;
- (3) that consideration be given to the balance of Project work between corporate initiatives and the Health and Social Care agenda; and
- (4) that the current level of member council financial contributions be agreed as a minimum for 2018/2019.

[Reference: Minutes of 5 December 2016 (Paragraph 4)]

6 Clyde Valley Learning and Development Project - Ownership and Use of the Promoting Positive Behaviour Programme

A report dated 9 November 2017 by the Chair of the Clyde Valley Learning and Development Project Implementation Steering Group was submitted on the:-

- ◆ proposed Minute of Agreement (MoA) for the Promoting Positive Behaviour (PPB) training programme
- ◆ proposal to authorise associate member councils and third parties to use the PPB training programme under licence from the Promoting Positive Behaviour Governance Group

The PPB training programme was a complex project which was developed, owned, managed, resourced, delivered and quality assured by the member councils of the Clyde Valley Learning and Development Project. In order to maintain a high degree of scrutiny and monitoring, a 3 tiered governance structure had been developed. Furthermore, following discussions with South Lanarkshire Council's Administration and Legal Services, the Clyde Valley Learning and Development Group had developed a Minute of Agreement (MoA) related specifically to the PPB training programme, a copy of which was attached as Appendix 1 to the report. The benefits of the MoA included:-

- ◆ protection of the programme's intellectual property
- ◆ clearly established ownership of the programme's training content
- ◆ reduced likelihood of any liability being raised against member councils due to the inclusion of the programme's governance arrangements

The continued success of the PPB training programme had resulted in requests from non-member councils to use the programme, however, it had been agreed to decline such requests until ownership of the programme had been formalised via an MoA. The PPB Governance Group had proposed that associate member councils and third parties be allowed to deliver the programme under licence. Following discussion with South Lanarkshire Council's Administration and Legal Services, it had been proposed that this could be achieved through a letter of licence authorising the use of the programme, subject to meeting the defined governance arrangements, for a fixed term period. The proposed letter of licence was included in the Schedule of the MoA attached as Appendix 1 to the report.

In response to a question from Councillor Bell, the Project Manager advised that there were no plans to charge associate member councils and third parties to use the programme under licence as there were potential liability issues for member councils. He added that further legal advice could be sought regarding protection for the member councils if charges were introduced. The Chair of the Project Implementation Steering Group added that the issue of charging would be included in the wider considerations regarding future funding of the Project which would be reported back to the next meeting of the Joint Committee.

The Joint Committee decided:

- (1) that the Promoting Positive Behaviour Minute of Agreement, which had been developed by the Clyde Valley Learning and Development Group to protect and delineate the ownership of the Promoting Positive Behaviour training programme, be approved;
- (2) that the Promoting Positive Behaviour Minute of Agreement be signed by representatives of the 8 Clyde Valley member councils; and
- (3) that the letter of licence contained in the Schedule to the Minute of Agreement be approved to permit other councils to use the PPB training programme, subject to authorisation by the Promoting Positive Behaviour Governance Group.

[Reference: Minutes of 5 December 2016 (Paragraph 6)]

7 Clyde Valley Learning and Development Project - Evaluation and Validation of Promoting Positive Behaviour Programme

A report dated 10 November 2017 by the Chair of the Clyde Valley Learning and Development Project Implementation Steering Group was submitted:-

- ◆ on proposals to commission an evaluation of the impact of the Promoting Positive Behaviour (PPB) training programme on service delivery

- ◆ advising of the quality assurance and risk assessment analysis of the physical interventions contained within the PPB training programme

The generally accepted evaluation model used in the context of learning and development was the Kirkpatrick Model which considered the value of training in terms of the following 4 levels:-

- ◆ immediate reaction
- ◆ achievement of learning outcomes
- ◆ impact on practice
- ◆ service delivery outcomes and benefits

Course evaluations had been carried out through post event questionnaires following the delivery of each course, both for train-the-trainer and for employee training, and feedback had been overwhelmingly positive, with over 90% of responses indicating that the course fulfilled learner expectations and met the agreed learning outcomes.

Evaluation took place during the courses when participants' knowledge of the course content, including the ability to carry out the physical interventions, was assessed by the trainers/tutors. Additional learner feedback from course participants had also been gathered through a focus group approach at the annual development seminars run by the Clyde Valley Social Care Sub-group. The questionnaires, assessments and additional learner feedback provided evaluation information at the first and second levels of the Kirkpatrick Model.

Due to the complexity of linking the subject matter being taught to the behavioural impact demonstrated through changes in practice and, thereafter, to the outcomes and benefits achieved for the service, it had been proposed by the PPB Governance Board that evaluation at levels 3 and 4 be carried out by an external provider with the relevant expertise.

When developing the PPB training programme, the physical intervention elements of the programme had been risk assessed by Robert Gordon University. The PPB Governance Group had agreed that the quality assurance and validation of the programme would be reviewed on a regular basis to ensure that the risk assessments remained current and up-to-date. The validation of the physical intervention elements was critical to the success of the programme and Robert Gordon University had again been appointed to risk assess each physical intervention from the perspective of the service user and the person carrying out the intervention, and to produce a report containing risk assessments for each physical intervention.

It was anticipated that the fee of £1,100 for Robert Gordon University to carry out the validation exercise and the cost of the evaluation exercise would be met from existing Project funds.

The Joint Committee decided:

- (1) that an external provider with the relevant expertise be appointed to evaluate the impact of the Promoting Positive Behaviour model on service delivery; and
- (2) that it be noted that Robert Gordon University had been commissioned to carry out a quality assurance and risk assessment of the physical intervention aspects of the Promoting Positive Behaviour programme.

[Reference: Minutes of 5 December 2016 (Paragraph 6)]

8 Meeting Arrangements - 2018/2019

A report dated 14 November 2017 by the Clerk to the Clyde Valley Learning and Development Joint Committee was submitted on arrangements for meetings of the Joint Committee for the financial year 2018/2019.

At its meeting held on 30 November 2015, the Joint Committee had agreed that its meetings should be held 3 times in a financial year.

It was, therefore, proposed that arrangements be made to hold 3 meetings of the Joint Committee for the period up to 31 March 2019 as follows:-

- ◆ Monday 11 June 2018 at 2.00pm within South Lanarkshire Council Offices, Almada Street, Hamilton
- ◆ Monday 10 September 2018 at 2.00pm by conference call
- ◆ Monday 10 December 2018 at 2.00pm within South Lanarkshire Council Offices, Almada Street, Hamilton

The Joint Committee decided: that meetings of the Joint Committee for the financial year 2018/2019 be held at 2.00pm on the following dates:-

- ◆ Monday 11 June 2018
- ◆ Monday 10 September 2018
- ◆ Monday 10 December 2018

[Reference: Minutes of 30 November 2015 (Paragraph 5)]

9 Current Trends of e-Learning

S Hall gave a presentation on the trend within e-Learning to develop training which was tailored for employee groups and included short and sharp content which was specific to employees' roles.

S Hall advised that:-

- ◆ the training used authentic videos and images of people within the same organisation and used genuine case studies which were contextualised in relation to the roles of the employees who were undertaking the training
- ◆ employees worked their way through case studies and were given choices as they progressed
- ◆ once employees had provided an answer to a multiple choice question, the consequences of each choice were outlined
- ◆ all member councils had the suitable technology and were able to develop appropriate content

As part of the presentation, selected content from the following South Lanarkshire Council modules was shown to members:-

- ◆ What to Expect from the new General Data Protection Regulation
- ◆ Sustainable Development
- ◆ Maximising Attendance - Lily's Story

The Convener thanked S Hall for his presentation.

The Joint Committee decided: that the presentation be noted.

10 Urgent Business

There were no items of urgent business.

Convener's Closing Remarks

The Convener extended the compliments of the season to all members and officials present.

Report

3

Report to: **Clyde Valley Learning and Development Joint Committee**
 Date of Meeting: **11 June 2018**
 Report by: **Treasurer to Clyde Valley Learning and Development Joint Committee**

Subject: **Revenue Budget Monitoring 2018/2019 - Clyde Valley Learning and Development Joint Committee**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide information on the actual expenditure measured against the revenue budget for the period 1 April to 27 April 2018 for Clyde Valley Learning and Development Joint Committee

2. Recommendation(s)

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

- (1) that the breakeven position on the Clyde Valley Learning and Development Joint Committee revenue budget, as detailed in Appendix A of the report be noted.

3. Background

3.1. This is the first revenue budget monitoring report presented to the Clyde Valley Learning and Development Joint Committee for the financial year 2018/2019.

3.2. The running costs for the Clyde Valley Learning and Development Joint Committee are funded by contributions from the eight member Councils. The minimum level of financial contributions for 2018/2019 was agreed at a meeting of the Clyde Valley Learning and Development Joint Committee on 4 December 2017. This forms the basis for the budget for 2018/2019 and totals £0.032m. In addition, an estimate of training expenditure (£0.030m), and the recharge of this to Councils (£0.030m), gives a total spend and income budget of £0.062m.

3.3. The report details the financial position for Clyde Valley Learning and Development Joint Committee on Appendix A.

4. Employee Implications

4.1. None

5. Financial Implications

5.1. As at 27 April 2018, there is a breakeven position against the phased budget to date.

6. Other Implications

- 6.1. The main risk associated with the Clyde Valley Learning and Development Joint Committee Revenue Budget is that there is an overspend. The risk has been assessed as low given the detailed budget management applied within the Joint Committee. The risk is managed through four weekly Budget Monitoring when any variance is analysed. In addition, the probable outturn exercise will ensure early warning for corrective action to be taken where appropriate.
- 6.2. There are no implications for sustainability in terms of the information contained in this report

7. Equality Impact Assessment and Consultation Arrangements

- 7.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 7.2. There is also no requirement to undertake any consultation in terms of the information contained in the report.

Jackie Taylor
Treasurer

14 May 2018

Previous References

- ◆ Clyde Valley Learning and Development Joint Committee, 4 December 2017

List of Background Papers

- ◆ Financial ledger and budget monitoring results to 27 April 2018

Contact for Further Information

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

Lorraine O'Hagan, Finance Manager (Strategy)

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CLYDE VALLEY LEARNING AND DEVELOPMENT JOINT COMMITTEE

Revenue Budget Monitoring Report

Period Ended 27 April 2018 (No.2)

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 27/4/18	Actual 27/4/18	Variance 27/4/18	% Variance 27/4/18	Note
	£000	£000	£000	£000	£000	£000		
Employee Costs	0	0	0	0	0	0	-	n/a
Property Costs	0	0	0	0	0	0	-	n/a
Supplies & Services	0	0	0	0	0	0	-	n/a
Transport & Plant	0	0	0	0	0	0	-	n/a
Administration Costs	60	60	0	4	4	0	-	0.0%
Payments to Other Bodies	2	2	0	0	0	0	-	n/a
Payments to Contractors	0	0	0	0	0	0	-	n/a
Transfer Payments	0	0	0	0	0	0	-	n/a
Financing Charges	0	0	0	0	0	0	-	n/a
Total Controllable Exp.	62	62	0	4	4	0	-	0.0%
Total Controllable Inc.	(62)	(62)	0	(4)	(4)	0	-	0.0%
Net Controllable Exp.	0	0	0	0	0	0	-	0.0%

Report

Report to:	Clyde Valley Learning and Development Joint Committee
Date of Meeting:	11 June 2018
Report by:	Treasurer to Clyde Valley Learning and Development Joint Committee

Subject:	Annual Governance Statement 2017/2018
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide an overview of the Annual Governance Statement for inclusion in the 2017/2018 Clyde Valley Learning and Development Joint Committee Annual Accounts

2. Recommendation(s)

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

- (1) that the Annual Governance Statement, attached at Appendix 1, be approved for inclusion in the Clyde Valley Learning and Development Joint Committee 2017/2018 Annual Accounts

3. Background

3.1. Each year the Clyde Valley Learning and Development Joint Committee undertakes a review of the governance arrangements that are required to support Clyde Valley Learning and Development Joint Committee's preparation of the Annual Governance Statement which is included in Clyde Valley Learning and Development's Annual Accounts.

3.2. The annual review for 2017/2018 considered guidance detailed within the Delivering Good Governance in Local Government Framework.

4. Annual Governance Statement for 2017/2018

4.1. The Annual Governance Statement for 2017/2018 is attached at Appendix 1.

4.2. The system of internal financial control is based on a framework of regular management information, financial regulations, administrative procedures (including segregation of duties), management supervision and a system of delegation and accountability. These arrangements follow the systems of financial management in place within the lead authority, South Lanarkshire Council.

- 4.3. The Clyde Valley Learning and Development Joint Committee share financial management systems with South Lanarkshire Council (the lead authority) and are subject to the relevant controls in place which are reviewed Internal/External Audit through a programme of audit work. The overall audit opinion for the year is informed by the assurances obtained from any system audits carried out by the Council's Internal Audit section on these shared systems.
- 4.4. Although Internal Audit do not carry out specific audit work on Clyde Valley Learning and Development Joint Committee, the sharing of systems means that the assurances obtained in the Internal Audit Manager's annual assurance report to South Lanarkshire Council can be applied to those of Clyde Valley Learning and Development Joint Committee.
- 4.5. For 2017/2018, the Treasurer's opinion is that reasonable assurance can be placed on the adequacy and effectiveness of the Committee's framework of governance, risk management and control arrangements.

5. Employee Implications

- 5.1. None

6. Financial Implications

- 6.1. There are no financial implications directly associated with this report.

7. Other Implications

- 7.1. The statement will be subject to review by Audit Scotland as part of their audit of Clyde Valley Learning and Development Joint Committee's Annual Accounts.
- 7.2. There are no implications for sustainability in terms of the information contained in this report

8. Equality Impact Assessment and Consultation Arrangements

- 8.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 8.2. There is also no requirement to undertake any consultation in terms of the information contained in the report.

Jackie Taylor
Treasurer

18 May 2018

Previous References

- ♦ None

List of Background Papers

- ♦ Clyde Valley Learning and Development Joint Committee Annual Accounts Annual Governance Statement and Annual Accounts 2017/2018

Contact for Further Information

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

Lorraine O'Hagan, Accounting and Budgeting Manager (Finance and Corporate Resources)

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E-mail: lorraine.o'hagan@southlanarkshire.gov.uk

Annual Governance Statement

This statement sets out the framework within which the Joint Committee has proper arrangements for the governance of the Joint Committee's affairs, thereby facilitating the effective exercise of its functions, ensuring that appropriate arrangements are in place for the management of risk and appropriate systems of internal control are in place. While the Joint Committee's governance arrangements have not been consolidated in a formal Code of Corporate Governance, the Annual Governance Statement has been prepared within the context of the Joint Committee's governance framework and meets legislative requirements to include the Annual Governance Statement within the Annual Accounts.

Scope of Responsibility

In delivering its aims and objectives, the Joint Committee is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. The Joint Committee also has a statutory duty to make arrangements to secure best value under the Local Government in Scotland Act 2003. In discharging this responsibility, the Joint Committee's elected members and senior officers are responsible for putting in place proper arrangements for its affairs and facilitating the effective exercise of its functions, which includes arrangements for the management of risk.

Governance Framework

The Joint Committee operates a system of internal control designed to manage risk to a reasonable level. Internal controls cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable assurance and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Joint Committee's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised.

The main features of our governance arrangements are:-

- All eight Councils continue to be represented on the Joint Committee.
- The scheme of delegation, terms of reference, standing orders, financial regulations and stakeholder roles and responsibilities defined in 2007/2008 remain in place, have been reviewed for relevance and to determine if they are still appropriate.
- Meetings of the Joint Committee are held three times a year chaired by the elected Convener of the Joint Committee. For 2017/2018, this was Councillor Katy Loudon (South Lanarkshire Council).
- Scheme of delegation allows for Clyde Valley Implementation Steering Group to manage direct and prioritise the work programme.
- Minute of agreement has been produced and signed by each of the participating Councils.
- Effective risk management arrangements are embedded within the Member Councils.

The system of internal controls is based on a framework of regular management information, financial regulations, administrative procedures, management and supervision and a system of delegation and accountability. These arrangements follow the systems of financial management in place within the lead authority, South Lanarkshire Council and are subject to the relevant controls in place which are reviewed by the Internal/External Audit through a programme of audit work.

The system includes:-

- Centralised invoicing and re-charging administered through South Lanarkshire Council.
- Financial Management arrangements through South Lanarkshire Council's FMS Ledger system supported by Financial Regulations.
- Risks are identified and managed by the Project Manager on an ongoing basis.
- Preparation of financial reports that compare actual expenditure and income against budgets.

Statement on the Role of the Chief Financial Officer

CIPFA published the statement on the role of the Chief Financial Officer in 2010 and under the Code, the Joint Committee is required to state whether it complies with the statement, and if not, to explain how their governance arrangements deliver the same impact.

The Joint Committee's financial management arrangements comply with the principles set out in CIPFA's statement on the Role of the Chief Financial Officer.

Continuous Improvement

As the work of the Clyde Valley Learning and Development Joint Committee develops, I am aware of our governance duties and will continue my commitment to transparency and openness in our governance arrangements. No issues have been identified during 2017/2018 and I will continue to review these as appropriate during 2018/2019.

Assurance

The system of internal control can provide only reasonable and not absolute assurance that assets are safeguarded, that transactions are properly recorded, and that material errors or irregularities are either prevented or would be detected within a timely period.

It is my view that in the eleventh year of the Clyde Valley Learning and Development Joint Committee (financial year 2017/2018), reasonable assurance can be placed on the adequacy and effectiveness of the Committee's framework of governance, risk management and control arrangements.

Jackie Taylor

Treasurer - Clyde Valley Learning and Development Joint Committee

11 June 2018

Report to:	Clyde Valley Learning and Development Joint Committee
Date of Meeting:	11 June 2018
Report by:	Treasurer to Clyde Valley Learning and Development Joint Committee

Subject:	2017/2018 Annual Report and Accounts - Clyde Valley Learning and Development Joint Committee
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise of the Clyde Valley Learning and Development Joint Committee final accounts position as at 31 March 2018

2. Recommendation(s)

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

- (1) that the Annual Report and Accounts for the Clyde Valley Learning and Development Joint Committee for the year ended 31 March 2018 be noted;
and
- (2) that it be noted that the Annual Report and Accounts would be submitted to the external auditor by 30 June 2018.

3. Background

3.1. The Annual Report and Accounts, as detailed at Appendix 1 to the report, shows the Income and Expenditure Account and Balance Sheet to 31 March 2018 for the Clyde Valley Learning and Development Joint Committee. These accounts will be passed for external audit to Audit Scotland.

3.2. The Annual Report and Accounts, as detailed at Appendix 1 to the report, comprises:-

- ◆ Introduction by the Convener
- ◆ Management Commentary
- ◆ Annual Governance Statement
- ◆ Movement in Reserves Statement
- ◆ Comprehensive Income and Expenditure Account for the year ended 31 March 2018
- ◆ Balance Sheet as at 31 March 2018
- ◆ Cash Flow Statement for year ended 31 March 2018
- ◆ Notes to the Financial Statements
- ◆ Statement of Accounting Policies

- ◆ Statement of Responsibilities for the Statement of Accounts
- ◆ Statement on the System of Internal Financial Control
- ◆ Audit Arrangements

4. Employee Implications

- 4.1. None

5. Financial Implications

- 5.1. The Accounts show that the Joint Committee's total revenue expenditure amounted to £0.061 million in 2017/2018 and was met by other income of £0.062 million. This results in a £0.001 million surplus, which can be added to the revenue cash balance of £0.011 million brought forward from 2016/2017.
- 5.2. After taking account of any accruals and commitments, this leaves a revenue cash balance of £0.012 million to be carried forward for use in future years.

6. Other Implications

- 6.1. The main risk associated with the Clyde Valley Learning and Development Joint Committee Revenue Budget is failure to manage the budget resulting in expenditure exceeding available funding. The risk has been assessed as low given the detailed budget management applied within the Joint Committee. The risk is managed through four weekly Budget Monitoring when any variance is analysed. In addition, the probable outturn exercise ensured early warning for corrective action to be taken where appropriate.

7. Equality Impact Assessment and Consultation Arrangements

- 7.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 7.2. There is also no requirement to undertake any consultation in terms of the information contained in the report.

Jackie Taylor

Treasurer to Clyde Valley Learning and Development Joint Committee

15 May 2018

Previous References

- ◆ None

List of Background Papers

- ◆ Clyde Valley Learning and Development Committee Annual Report and Accounts 2017/2018

Contact for Further Information

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***CLYDE VALLEY LEARNING AND DEVELOPMENT
JOINT COMMITTEE***

ANNUAL ACCOUNTS

2017/2018

CLYDE VALLEY LEARNING AND DEVELOPMENT JOINT COMMITTEE

ANNUAL ACCOUNTS 2017/2018

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Introduction by the Convener of Clyde Valley Learning and Development Joint Committee

The Clyde Valley Learning and Development Project has now been in operation for eleven years. As might be expected after such a relatively long period, the last year has been characterised by change.

Following the local government elections on 7 May 2017, a new Joint Committee was formed drawing on the Elected Members of the eight Clyde Valley Member Councils. The inaugural meeting of the new Joint Committee took place in August 2017.

As the new Convenor of the Clyde Valley Learning and Development Joint Committee, I have become aware that the Project stands unique as a collaboration within local government in the field of learning and development. It is clear that the Project has been consistently successful in delivering real outcomes and shared benefits to both its Members and Associate Members during the past ten years.

I would like to take the opportunity to thank my predecessors on the Joint Committee for everything that has been achieved. The challenge now for the Group is to build on past successes while moving the agenda forward with a sustainable and successful model of delivery.

I look forward to the future with optimism for the Clyde Valley Learning and Development Group and would encourage all Joint Committee Members and officers from the Member Councils to continue to take an active role in ensuring the continued success of the Project.

Councillor Katy Loudon
Convener
Clyde Valley Learning and Development Joint Committee

Management Commentary 2017/2018

Introduction

The Management Commentary of the Clyde Valley Learning and Development Joint Committee will provide the reader with information on the environment in which the Joint Committee operates and on the Joint Committee's performance, both operationally and financially.

The following commentary relates to the 2017/2018 financial year, which within the context of the challenges facing all our public services, Clyde Valley Learning and Development Joint Committee continues to maintain a strong presence.

Objectives

The overall objective of the project remains to establish and deliver a number of shared approaches to training, learning and development between the Clyde Valley Councils (South Lanarkshire, North Lanarkshire, East Dunbartonshire, West Dunbartonshire, Glasgow City, East Renfrewshire, Inverclyde and Renfrewshire Councils) which will result in:

- ◆ Greater efficiency due to shared working rather than a council-by-council approach
- ◆ Reduced duplication of effort
- ◆ The identification, development and sharing of best practice
- ◆ Setting, achieving and maintaining the highest standards of service delivery
- ◆ Modernising service delivery by improving practice and making best use of information technology
- ◆ A consistent approach to training, learning and development,
- ◆ Ensuring equality of opportunity for all Clyde Valley employees in accessing appropriate learning and development.
- ◆ Developing centres of excellence from which to deliver models suitable for replication nationally

Financial Statements

The purpose of the financial statements is to demonstrate stewardship of the public monies which fund the work of the Committee.

The financial statements have been prepared in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/2018, supported by International Financial Reporting Standards (IFRS) which ensures a set of statements is produced, each statement with a single clear objective.

The cumulative underspend at the end of the year will be held by the Committee for utilisation in future years. These monies are reflected as a creditor balance on the Balance Sheet.

Management Commentary 2017/2018 (continued)

Performance Review 2017/2018

The Clyde Valley Member Councils continue to measure and monitor the benefits and outcomes they achieve through their involvement in the project on an ongoing basis. As the project's stability is maintained and the achievements are considered each year, several themes emerge which demonstrate the added value delivered to Member Councils through a collaborative approach.

In the financial year 2017/2018, benefits have been realised through making cost savings and developing best practice in the following areas:

- ◆ Ongoing contracts achieved through joint procurement
- ◆ E-Learning development, improvements and content sharing
- ◆ Savings in delivery of Scottish Vocational Qualifications
- ◆ Social Care
- ◆ Promoting Positive Behaviour
- ◆ Accredited Front Line Management training (CMI)

In addition to the recurring benefits identified by the Members, it is clear that the established infrastructure, culture and practice prevalent within the Clyde Valley Project, promotes and facilitates countless opportunities for networking, exploring new opportunities and sharing best practice. This remains a source of interest for other organisations further afield, as enquiries continue to be received from external organisations seeking to participate in Clyde Valley activities. Where possible this results in additional Associate Members joining the Group, thereby providing an ever increasing network for sharing best practice.

During this year, the emphasis has continued to focus on consolidation of activities carried out by the Group. Again these were primarily focused on the most productive aspects of the Group's work, such as e-learning and Promoting Positive Behaviour. As the existing contract for the provision of an e-learning management system (LMS) approaches the end of its four year cycle, the Group has been reviewing the performance of the existing provider prior to triggering the option to extend the contract by another three years.

Existing contracts have been maintained for accessing online portfolios for the delivery of SVQs, and there has been a significant uptake in the Royal Environmental Health Institute of Scotland (REHIS)/Clyde Valley Joint Award in introductory food hygiene. The Clyde Valley's Chartered Management Institution (CMI) accredited centre for the delivery of Front Line Management continues to thrive and is used by six Councils.

Other examples of Clyde Valley activities undertaken this year include the following:

Existing Programmes

Development of e-learning:

This workstream remains at the centre of the Clyde Valley Project work. The agenda for the development of good practice is driven by participation in the bi-monthly e-learning group meetings, which are attended by an average of 12 councils on a regular basis, either in person or via conference call/ video link. This remains a powerful forum for problem solving, developing and sharing new skills and techniques and for managing the ongoing improvements to the Brightwave product set (known as sprints).

During this year, the continued use of Webinar has provided an alternative medium to facilitate attendance at meetings remotely. This new dimension has huge potential to deliver formal training sessions, briefings, seminars and meetings very efficiently. Typically this has allowed multiple participants to share documents, training materials, meeting notes and to participate in discussions from multiple remote locations simultaneously.

Promoting Positive Behaviour (PPB)

The PPB programme is now firmly established within the core group of Clyde Valley Member Councils, with all eight councils now actively delivering programmes and building internal capacity to be self sustainable through the train the trainer programmes. The ongoing success of the programme continues to hinge on strong systems of governance at all levels. The establishment of this structure is central to embedding PPB as a viable long term project which is owned by, managed, resourced, delivered and quality assured by the member councils of the Clyde Valley Learning and Development Group.

For this reason, in tandem with the ongoing delivery of programmes in each council, a significant amount of time has been devoted to developing a Minute of Agreement (MoA) which clearly delineates ownership of the PPB programme. This approach is similar to that taken by private training providers to protect their own intellectual property and to clearly establish the ownership of the content. The MoA sets out that the programme is jointly and severally owned by the eight Member Councils of the Clyde Valley Learning and Development Joint Committee, and that the owners have joint responsibility for maintaining and governing all aspects of the programme and its usage.

Having signed off this document, the opportunity now exists to share the programme further afield with Associate Members of the Group and potentially with all councils in Scotland.

Other Developments

The Clyde Valley Councils are all experiencing unprecedented pressure on budgets and expenditure, and it is in this context that the funding and delivery model is constantly under review. In recent months all parties have been asked to consider whether the Project still provides value for money and appropriate outcomes and benefits when set against the financial contributions made by the Member Councils.

South Lanarkshire Council, as the lead authority for the Project, has historically underwritten the real costs of delivery through additional in-kind contributions (as well as direct financial support). It is in this context that the Clyde Valley Project Implementation Steering Group has been tasked with proposing a more sustainable funding model based on Member contributions.

Although funding based on the historical contributions from Members has been secured to ensure the continuation of the Project in the short term, work has commenced to look at the future funding of the Project.

Financial Performance

The Comprehensive Income and Expenditure Statement and its accompanying notes and statements summarise the costs and sources of funding in carrying out the Committee's activities.

For 2017/2018, the Revenue Expenditure results for the Committee are shown on page 10 – an underspend position (£0.001m) on the Comprehensive Income and Expenditure Statement which will be carried forward into 2018/2019.

The major element of the Project's expenditure is incurred in respect of Administration Costs (£0.059m, 96.72%). This is a minor decrease of £0.006m from 2016/2017.

The Committee's income is mainly made up of contributions from Member Councils. There is a small amount of funding remaining from Scottish Government (via South Lanarkshire Council) who contributed to the start-up costs of the project. This contribution totalled £0.560m in 2007/2008 and the unutilised balance, along with underspends in the years 2014/2015 to 2016/2017 has been carried forward into 2017/2018 as a Creditor (£0.011m). The underspend of £0.001m for 2017/2018 will be added to this Creditor balance and these monies will be used for future progress on the project.

This reflects the practical arrangement that exists between the Joint Committee and South Lanarkshire Council where the Council's Loans Fund lends or borrows according to the required cash flow and activities of the Committee.

The Statement of Accounting Policies has been included which details the policies implemented when compiling and presenting the Comprehensive Income and Expenditure Account, Balance Sheet and related statements. The accounting policies are those recommended by the Code of Practice on Local Authority Accounting in the United Kingdom, as supported by the International Financial Reporting Standards.

The Statement of Responsibilities advises that the Head of Finance for South Lanarkshire Council is the designated Treasurer to the Committee and is responsible for the proper administration of the Committee's financial affairs. Full details of the Treasurer's responsibilities are included in the statement.

Outlook

The Clyde Valley Learning and Development Joint Committee continue to seek out opportunities to deliver innovation in learning and development through collaborative working. Although the work remains extremely challenging in the context of significant savings target for all, the outcomes achieved still add value for both Member and Associate Councils alike, while keeping the Clyde Valley Group at the forefront of innovation and good practice.

Seeking a change to the funding model is still a work in progress for the Steering Group; however the goodwill remains in place to continue with the project and to seek a viable way to fund its activities more equitably. The mutual support of the Member Councils to achieve this remains central to the success of the Project and as such remains its greatest strength.

Although the funding from the Scottish Government has now come to an end, financial

contributions from each of the Councils who are members of the Joint Committee have been secured for 2018/2019, and as such the accounts have been prepared on a going concern basis. Should arrangements not be agreed in the future with the Council members, outstanding monies will be returned and service provision will return to a Council level.

Jackie Taylor

Treasurer - Clyde Valley Learning and Development Joint Committee

South Lanarkshire Council Headquarters, Almada Street, Hamilton, ML3 0AA

11 June 2018

Annual Governance Statement

This statement sets out the framework within which the Joint Committee has proper arrangements for the governance of the Joint Committee's affairs, thereby facilitating the effective exercise of its functions, ensuring that appropriate arrangements are in place for the management of risk and appropriate systems of internal control are in place. While the Joint Committee's governance arrangements have not been consolidated in a formal Code of Corporate Governance, the Annual Governance Statement has been prepared within the context of the Joint Committee's governance framework and meets legislative requirements to include the Annual Governance Statement within the Annual Accounts.

Scope of Responsibility

In delivering its aims and objectives, the Joint Committee is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. The Joint Committee also has a statutory duty to make arrangements to secure best value under the Local Government in Scotland Act 2003. In discharging this responsibility, the Joint Committee's elected members and senior officers are responsible for putting in place proper arrangements for its affairs and facilitating the effective exercise of its functions, which includes arrangements for the management of risk.

Governance Framework

The Joint Committee operates a system of internal control designed to manage risk to a reasonable level. Internal controls cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable assurance and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Joint Committee's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised.

The main features of our governance arrangements are:

- All eight Councils continue to be represented on the Joint Committee.
- The scheme of delegation, terms of reference, standing orders, financial regulations and stakeholder roles and responsibilities defined in 2007/2008 remain in place, have been reviewed for relevance and to determine if they are still appropriate.
- Meetings of the Joint Committee are held three times a year chaired by the elected Convener of the Joint Committee. For 2017/2018, this was Councillor Katy Loudon (South Lanarkshire Council).
- Scheme of delegation allows for Clyde Valley Implementation Steering Group to manage direct and prioritise the work programme.
- Minute of agreement has been produced and signed by each of the participating Councils.
- Effective risk management arrangements are embedded within the Member Councils.

The system of internal controls is based on a framework of regular management information, financial regulations, administrative procedures, management and supervision and a system of delegation and accountability.

These arrangements follow the systems of financial management in place within the lead authority, South Lanarkshire Council and are subject to the relevant controls in place which are reviewed by the Internal/External Audit through a programme of audit work.

The system includes:

- Centralised invoicing and re-charging administered through South Lanarkshire Council.
- Financial Management arrangements through South Lanarkshire Council's FMS Ledger system supported by Financial Regulations.
- Risks are identified and managed by the Project Manager on an ongoing basis.
- Preparation of financial reports that compare actual expenditure and income against budgets.

Statement on the Role of the Chief Financial Officer

CIPFA published the statement on the role of the Chief Financial Officer in 2010 and under the Code, the Joint Committee is required to state whether it complies with the statement, and if not, to explain how their governance arrangements deliver the same impact.

The Joint Committee's financial management arrangements comply with the principles set out in CIPFA's statement on the Role of the Chief Financial Officer.

Continuous Improvement

As the work of the Clyde Valley Learning and Development Joint Committee develops, I am aware of our governance duties and will continue my commitment to transparency and openness in our governance arrangements. No issues have been identified during 2017/2018 and I will continue to review these as appropriate during 2018/2019.

Assurance

The system of internal control can provide only reasonable and not absolute assurance that assets are safeguarded, that transactions are properly recorded, and that material errors or irregularities are either prevented or would be detected within a timely period.

It is my view that in the eleventh year of the Clyde Valley Learning and Development Joint Committee (financial year 2017/2018), reasonable assurance can be placed on the adequacy and effectiveness of the Committee's framework of governance, risk management and control arrangements.

Jackie Taylor
Treasurer - Clyde Valley Learning and Development Joint Committee
11 June 2018

Movement in Reserves Statement

The Movement in Reserves Statement shows the movement in the year on the different reserves held by the Joint Committee, analysed into useable reserves and other reserves. This gives a summary of the changes that have taken place in the funding section of the Balance Sheet over the financial year.

A statement of Movement in Reserves has not been included as there is no movement in the funding section of the balance sheet and the General Fund balance for year ended 31 March 2018 is zero.

Comprehensive Income and Expenditure Statement For the Year Ended 31 March 2018

The Comprehensive Income and Expenditure Statement gives a summary of resources generated and consumed by the Joint Committee in the year.

2016/17		2017/18	
£000		£000	Notes
65	Administrative Expenses	59	1
<u>2</u>	Payments to Other Bodies	<u>2</u>	2
67	Total Expenditure	61	
<u>(69)</u>	Income	<u>(62)</u>	
(2)	(Surplus) / Deficit on Provision of Service	(1)	
<u>(2)</u>	Total Comprehensive Income and Expenditure	<u>(1)</u>	
<u>2</u>	Transfer of Surplus to Creditors	<u>1</u>	
<u>0</u>		<u>0</u>	

Balance Sheet as at 31 March 2018

The Balance Sheet summarises the assets and liabilities of the Joint Committee at the Balance Sheet date.

31 March 2017 £000		31 March 2018 £000	Notes
	<u>Current Assets</u>		
0	Debtors	0	
40	Short Term Investments	41	3
40	Total Current Assets	41	
	<u>Current Liabilities</u>		
(40)	Creditors	(41)	4
0	Net Current Assets	0	
	<u>Represented By :</u>		
0	General Fund Balance	0	
0		0	

The notes on pages 13-16 form part of the financial statements.

The unaudited Accounts were approved for issue by the Treasurer on 11 June 2018.

Jackie Taylor
Treasurer – Clyde Valley Learning and Development Joint Committee
11 June 2018

Cash Flow Statement
For the year ended 31 March 2018

The Cash Flow Statement shows the changes in cash and cash equivalents held by the Clyde Valley Learning and Development Joint Committee during the reporting year. The statement shows how the Joint Committee generates and uses cash and cash equivalents by classifying cash flows as operating and investing activities.

2016/17		2017/18
£000		£000
(2)	Net (surplus) on the provision of services	(1)
0	Adjust net surplus or deficit on the provision of services for non cash movements	0
(2)	Net cash flows from Operating Activities	(1)
2	Investing Activities (note below)	1
0	Net increase or decrease in cash and cash equivalents	0
0	Cash and cash equivalents at the beginning of the reporting year	0
0	Cash and cash equivalents at the end of the reporting year	0

Cash Flow Statement Note - Non Cash Movements

Description	2017/18	2016/17
	£000	£000
Movement in Debtors	0	0
Movement in Creditors	(1)	(2)
Total	(1)	(2)

Cash Flow Statement Note – Investing Activities

	2017/18	2016/17
	£000	£000
Purchase or (Sale) of short-term and long-term investments	1	2
Net cash flows generated from/(used in) investing activities	1	2

Notes to the Accounts

1 Administrative Expenses

The Clyde Valley Learning and Development Joint Committee makes the following payments for administration / support services.

	2017/18 £000	2016/17 £000
Personnel – Employee Time	28	28
Total Payment to South Lanarkshire Council	28	28
Training Costs for Member Councils	31	37
Total Administration Costs	59	65

2 Auditors' Remuneration

The auditors' remuneration is included in the Payments to Other Bodies' expenditure.

	2017/18 £000	2016/17 £000
Auditors' Remuneration:		
Fees payable to Audit Scotland with regard to external audit services carried out by the appointed auditors	2	2
	2	2

Clyde Valley Learning and Development Joint Committee has incurred fees of £1,820 for the statutory inspection of the financial statements by Audit Scotland. The comparable figure for 2016/2017 was £1,790. Fees payable in respect of other services provided by the appointed auditor were £nil. (2016/2017: £nil)

3 Financial Instruments

The following category of financial instrument is carried in the balance sheet:

	31 March 2018 £000	31 March 2018 £000	31 March 2018 £000	31 March 2017 £000	31 March 2017 £000	31 March 2017 £000
	Long Term	Current	Total	Long Term	Current	Total
Investments						
Loans and	0	41	41	0	40	40
Receivables						
Total Investments	0	41	41	0	40	40

4 Creditors

The Creditors figure is analysed as follows:

	2017/18 £000	2016/17 £000
Training invoices	1	0
Audit fee	1	2
Prepaid Contributions from Local Authorities	27	27
Balance of Efficiency and Reform Monies held on behalf of constituent councils and the Training Project	5	5
Balance of funding held on behalf of constituent councils and the Training Project	7	6
	41	40

5 Related Parties

The Clyde Valley Learning and Development Joint Committee is required to disclose material transactions with related parties – bodies or individuals that have the potential to control or influence the Joint Committee. Disclosure of these transactions allows readers to assess the extent to which the Joint Committee might have been constrained in its ability to operate independently or might have secured the ability to limit another party's ability to bargain freely with the Joint Committee.

All transactions with Councils were entered into under the terms of the Joint Committee and, where appropriate, reported through the Joint Committee. During the year the Joint Committee transacted with the following Councils:

	Receipts 2017/18 £000	Payments 2017/18 £000	Receipts 2016/17 £000	Payments 2016/17 £000
South Lanarkshire Council	12	28	15	28
East Dunbartonshire Council	3	0	3	0
East Renfrewshire Council	5	0	5	0
Glasgow City Council	6	0	7	0
Inverclyde Council	3	0	3	0
North Lanarkshire Council	11	0	14	0
Renfrewshire Council	10	0	8	0
West Dunbartonshire Council	7	0	7	0
Total	57	28	62	28

At the year end the Joint Committee held Short Term Investments and creditor balances with the Local Authorities detailed below:

	Short Term Investment Balances 2017/18 £000	Creditors Balances 2017/18 £000	Short Term Investment Balances 2016/17 £000	Creditors Balances 2016/17 £000
South Lanarkshire	41	13	40	11
East Dunbartonshire	0	3	0	3
East Renfrewshire	0	3	0	3
Glasgow City Council	0	5	0	5
Inverclyde Council	0	3	0	3
North Lanarkshire	0	5	0	5
Renfrewshire Council	0	5	0	5
West Dunbartonshire	0	3	0	3
Total	41	40	40	38

6 Financing and Management of Liquid Resources

Liquid Resources are held by South Lanarkshire Council as lead authority and are available to Clyde Valley Learning and Development Joint Committee as required.

7 Remuneration Report

The Local Authority Accounts (Scotland) Amendment Regulations 2011 require local authorities in Scotland to prepare a Remuneration Report as part of the Financial Statements.

In accordance with the Regulations, and the relevant definition of individuals that are to be disclosed in this report, Clyde Valley Learning and Development Joint Committee has no employees that require to be disclosed.

Clyde Valley Learning and Development Joint Committee makes no payment of salary, allowances or pension contributions to any of the Councillors who are appointed as members of the Joint Committee.

8 Date of Signing of the Accounts

The unaudited accounts were authorised for issue on 11 June 2018, by the Treasurer to the Clyde Valley Learning and Development Joint Committee.

9 Post Balance Sheet Events

No events occurred between 1 April 2018 and 11 June 2018 that would have an impact on the 2017/2018 financial statements. The later date is the date on which the unaudited accounts were authorised for issue by the Treasurer to the Clyde Valley Learning and Development Joint Committee.

10 Going Concern

The accounts have been prepared on the going concern basis on the basis that funding from partner Local Authorities has been received for 2018/2019.

Statement of Accounting Policies

(a) General

The general policies adopted in compiling and presenting the financial statements are those required by the Local Authority Accounts (Scotland) Regulations 2014, section 12 of the Local Government in Scotland Act 2003, requires they be prepared in accordance with proper accounting practices. These practices primarily comprise Code of Practice on Local Authority in the United Kingdom 2017/2018, issued jointly by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Local Authority (Scotland) Accounts Advisory Committee (LASAAC), supported by International Financial Reporting Standards (IFRS). There are no significant departures from those recommendations.

The accounts have been prepared under the historic cost convention and accounting policies have been applied consistently.

(b) Accruals basis

The Comprehensive Income and Expenditure Statement is compiled on an accruals basis. Income and expenditure activities are accounted for in the year which they take place, not simply when payments are made or received. Where services have been provided but the income not received by end 31 March 2018 or services have been received but not paid for by end 31 March 2018, then the income and expenditure account has been amended to reflect the outstanding amounts and a debtor or creditor for the relevant amount is recorded in the balance sheet.

(c) Debtors and Creditors

All specific and material sums payable to and paid by the Clyde Valley Learning and Development Joint Committee have been brought into account.

(d) Allocation of Support Expenses

The allocation of Support Expenses is the cost of those South Lanarkshire employees who provide a direct service to the Clyde Valley Learning and Development Joint Committee. The individual support department is Personnel Services where employees are directly involved in the operations of the Clyde Valley Learning and Development Joint Committee. The recharge is made on a consistent basis.

(e) Borrowing Facilities

The Clyde Valley Learning and Development Joint Committee is a separate legal entity and has South Lanarkshire Council as its lead authority. The loans' fund of South Lanarkshire Council acts as banker to the Joint Committee and consequently lends or borrows according to the required cash flow and activities of the Joint Committee.

(f) Financial Instruments

For investments due within 12 months, prevailing benchmark rates have been used to provide the fair value. Where an instrument has a maturity of less than 12 months the fair value is taken to be the principal outstanding. Creditors due within 12 months are not classed as a financial instrument.

Statement of Responsibilities for the Annual Accounts

The Clyde Valley Learning and Development Joint Committee's responsibilities

The Clyde Valley Learning and Development Joint Committee is required to:

- make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of those affairs. In this Committee, that officer is the Treasurer;
- manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets;
- approve the Annual Accounts for signature

Signed on behalf of Clyde Valley Learning and Development Joint Committee

Chair - Clyde Valley Learning and Development Joint Committee

The Treasurer's responsibilities

The Treasurer is responsible for the preparation of the Clyde Valley Learning and Development Joint Committee's Annual Accounts in accordance with proper practices set out in the CIPFA/LASAAC *Code of Practice on Local Authority Accounting in the United Kingdom* (the Code).

In preparing the Annual Accounts, the Treasurer has:

- selected suitable accounting policies and then applied them consistently;
- made judgements and estimates that were reasonable and prudent;
- complied with the local authority Code.

The Treasurer has also:

- kept proper accounting records which were up to date;
- taken reasonable steps for the prevention and detection of fraud and other irregularities.

I certify that the Annual Accounts give a true and fair view of the financial position of the Joint Committee at 31 March 2018 and its income and expenditure for the year ended 31 March 2018

Jackie Taylor

Treasurer – Clyde Valley Learning and Development Joint Committee

11 June 2018

Audit Arrangements

Under arrangements approved by the Commission for Local Authority Accounts in Scotland ("The Accounts Commission"), the auditor with overall responsibility for the audit of the accounts of the Clyde Valley Learning and Development Project – Joint Committee for the year ended 31 March 2018 is:

Audit Scotland
4th Floor,
102 West Port
Edinburgh
EH3 9DN

Glossary of Terms

Much of the terminology used in this Report is intended to be self-explanatory, however, the following additional definition and interpretation of terms used may be helpful:

1. Administration Costs

This includes training expenditure, printing and stationery, advertising, postages, telephone costs and central support services allocations for administration.

2. Borrowing Facilities and Temporary Interest on Revenue Balances

The loans fund of South Lanarkshire Council lends or borrows according to the cash flow of the Clyde Valley Learning and Development Joint Committee. This temporary interest credited / debited to the Clyde Valley Learning and Development Joint Committee's Income and Expenditure Account reflects the interest earned or charged to the Committee for funds lent to or borrowed from the loans fund of South Lanarkshire Council.

2017/2018 Clyde Valley Learning and Development Joint Committee Members

Council

East Dunbartonshire Council
East Renfrewshire Council
Glasgow City Council
Inverclyde Council
North Lanarkshire Council
Renfrewshire Council
South Lanarkshire Council
West Dunbartonshire Council

Member

Councillor Jim Gibbons (Vice Convenor)
Councillor Colm Merrick
Councillor Richard Bell
Councillor Martin Brennan
Councillor Angela Campbell
Councillor Jim Paterson
Councillor Katy Loudon (Convenor)
Councillor Karen Conaghan

Report

6

Report to:	Clyde Valley Learning and Development Joint Committee
Date of Meeting:	11 June 2018
Report by:	Chair of Clyde Valley Learning and Development Project Implementation Steering Group

Subject:	Update on the Future and Funding for the Clyde Valley Learning and Development Project for 2018/2019
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update the Joint Committee on proposals to restructure the membership of and funding for 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 new categories of membership with associated responsibilities and benefits be adopted for the Clyde Valley Learning and Development Project;
- (2) that the revised funding model be trialled with immediate effect in conjunction with the revised structure;
- (3) that South Lanarkshire Council, as lead authority, accepts £59,000 as the minimum level of funding for the Project to proceed in future years;
- (4) that the Clyde Valley Learning and Development Project Minute of Agreement be updated to reflect these changes and the additional data protection requirements associated with the General Data Protection Regulation (GDPR);
- (5) that a minimum number of five Full Member Councils be required in order to maintain the Project's viability; and
- (6) that the revised structure and funding model for the Project be reviewed on an annual cycle.

3. Background

3.1. At its meeting on 4 December 2017, a paper was presented to the Clyde Valley Learning and Development Project Implementation Steering Group to consider the future of the Project and to investigate a viable funding model to continue to operate. The options considered in the report were presented to the Joint Committee on 4 December 2017. The Joint Committee requested that the Steering Group evaluate the options within the paper and make recommendations to present to the Joint Committee at its next meeting.

3.2. In the interim period and to maintain continuity for the Project, the Joint Committee agreed that the historical contribution towards the running costs of the project should be maintained. The overall contribution redeemed from this model is £32,000.

- 3.3. The Joint Committee also requested that the option to generate contributions from the Associate Member Councils should be explored and reported on at the next meeting.

4. Consultation Outcomes

- 4.1. Each Member Council was asked to consider seven options outlined in a consultation paper and to state their preferred option. On the basis of this feedback, the following principles were agreed:-

- ◆ that the Clyde Valley Learning and Development Project should continue, subject to agreeing a viable funding model
- ◆ it was unfair and unrealistic to maintain the current model whereby the running costs were underwritten by South Lanarkshire Council as lead authority
- ◆ it was not practical or realistic to share lead responsibility for managing the Project amongst the member councils by rotation
- ◆ the ongoing benefits realised by the Project should be protected, maintained and increased
- ◆ the Clyde Valley Learning and Development Group (CVLDG) should pursue the option to seek a financial contribution from the Project's Associate Members

- 4.2. In addition to the above, the following specific options were agreed:-

- ◆ that funding contributions should be doubled. This could be achieved by a mixture of an increase in corporate funding and by additional contributions from Social Care. This was supported by six of the eight Member Councils (East Dunbartonshire, East Renfrewshire, Glasgow City, North Lanarkshire, Renfrewshire, and South Lanarkshire)
- ◆ Inverclyde Council initially supported maintaining existing levels of funding (£3,000) and indicated its intention to leave the Group within a maximum of two years, however, this position is now in discussion internally and the final decision will be taken by Inverclyde Council's Corporate Management Team
- ◆ West Dunbartonshire Council indicated its intention to withdraw from the Group; however, West Dunbartonshire Social Care wished to retain membership and would fund a contribution of £3,000

- 4.3. There was, therefore, no unanimous consensus amongst Member Councils as to the recommended funding model.

5. Additional Considerations

- 5.1. The ideal outcome for the Steering Group was to reach a unanimous agreement which was considered fair to all parties. As further discussion took place, questions were asked about the nature and origin of the Clyde Valley Group, what constitutes membership and what members might expect from their retained interest. The following points emerged:-

- ◆ the eight current Clyde Valley Member Councils came together under the Efficient Government Agenda (later the efficiency and Reform Fund)
- ◆ grant funding was provided to start the Project and a Minute of Agreement (MoA) was drawn up to ensure proper governance arrangements (for the Joint Committee) were in place to safeguard the use of the funds and to define Members' responsibilities
- ◆ the MoA is the origin of the Associate Membership category

- ◆ now that the only source of funding comes from the existing Membership, the terms of the existing Minute of Agreement require to be updated to reflect this
- ◆ that, in particular, the Data Protection provisions should be updated to reflect the requirements of the General Data Protection Regulation (GDPR)
- ◆ this gives the potential to review, amend or radically restructure the Group's membership
- ◆ the potential for income from Associate Membership has been explored in principle, with some Associate Members expressing an interest

6. Proposals for Consideration

6.1. Based on these considerations, the Project Implementation Steering Group agreed to consider the viability of restructuring both the membership and funding of the Project. The principles of this are:-

- ◆ the opportunity to become a full member of the Group should be made available to all current Members, Associates and beyond (local authorities)
- ◆ opting to be a full member will require an annual financial contribution based on an agreed tariff
- ◆ full membership involves taking a strategic management and governance role of the Project together with access to all Clyde Valley initiatives, projects and delivery models
- ◆ a second tier membership category will be available for councils who will not have responsibility for management or governance. It is provisionally suggested that councils opting to join this category of membership will be known as Participating Members
- ◆ Participating Members will have access to all Clyde Valley procurement initiatives, strategic programmes (e.g. Promoting Positive Behaviour (PPB)), participation in Clyde Valley Sub-Groups and access to all Clyde Valley delivery models (e.g. the Clyde Valley/Royal Environmental Health Institute Scotland (REHIS) Award)
- ◆ the third tier of membership will be available for councils who wish to participate in Clyde Valley Procurement initiatives only. It is provisionally suggested that Councils opting to join this category of membership will be known as Procurement Members
- ◆ each category of membership is renewable on an annual basis, however, the agreed fee must be paid in advance of every year that any of the project models are accessed (including procurement)
- ◆ the tariff for all categories will vary depending on the size of the council (number of employees)
- ◆ in recognition of distinct strategic direction of the Social Care Sub Group, the status of this Sub Group should be raised to have a parallel management and governance role similar to the Project Implementation Steering Group
- ◆ for all Groups, strategic decisions on programmes, workplan and direction of travel will be reserved for Full Members only

6.2. A suggested tariff for consideration is as follows:-

Membership category		Full	Participating	Procurement
Banding				
Band 1	(0 - 4,999)	£5,000.00	£3,000.00	£1,250.00
Band 2	(5,000 - 9,999)	£7,000.00	£4,000.00	£1,500.00
Band 3	(10,000+)	£10,000.00	£6,000.00	£2,500.00

- 6.3. This tariff, if adopted, would require to be phased in during the current year of operation and chargeable in advance in future years. The tariff charging rates will be subject to review annually.
- 6.4. It is further recommended that a minimum number of five Full Members would be required in order to retain the Project's viability and to retain effective governance.

7. Additional Considerations

- 7.1. As has been stated in previous papers, the Clyde Valley model of delivery relies heavily on the contributions of time and effort from officers from the Member Councils to develop and share the various outputs from the programme. Inevitably, this does not result in an equal sharing of input, as some councils are more able to contribute more than others towards the general benefit of all. Similarly, not all councils choose to make use of all the outputs created by the Project, either by strategic need or simply by choice (e.g. procurement contracts).
- 7.2. In order to develop an environment of fairer co-operation and participation, it is proposed that the existing Clyde Valley Learning and Development Project Minute of Agreement (MoA) is rewritten to reflect more accurately the revised structure of the membership and the funding model. The new MoA will detail the implications, responsibilities and contributions that will be expected from members. This will include contributions in-kind to the development and implementation process when creating new models of learning and development.
- 7.3. Subject to guaranteeing the agreed minimum annual contribution to the running costs of the project, South Lanarkshire Council will continue to act as lead authority for the Project and, in addition to its continued direct financial support, will continue to provide the necessary resources to manage the administration of the Project.
- 7.4. These include the following:-
- ◆ Joint Committee administration
 - ◆ finance and accounting
 - ◆ preparation of annual accounts and budgets
 - ◆ preparation for external audit
 - ◆ legal, indemnity and risk advice
 - ◆ procurement
 - ◆ project management
 - ◆ Social Care development
 - ◆ billing and recharging (CMI, Learning Assistant, financial contributions)
 - ◆ Steering and Working Groups

8. Project Governance

- 8.1. Depending on the uptake in membership of the Group, the profile of the Full Member Councils may change (eg new councils may opt to become full members, and existing full members may choose a different category of membership). This will have implications for the process of decision making, planning and programme governance.
- 8.2. As a result, consideration needs to be given to the membership of the Joint Committee and the Project Implementation Steering Group as well as the relationship between the Steering Group and the Social Care Sub Group. For example, there will be resource implications for cascade training of PPB for Social Care staff if other councils become Participating Members and this will be the subject of a future paper.

9. Conclusions

- 9.1. Whilst the initial options paper discussed in December 2017 achieved a degree of support from the existing Member Councils, there was not a consensus from all eight councils.
- 9.2. There was, however, unanimous agreement that if associate membership was still to be on offer to other councils, there should be some form of financial contribution from them in order to access the Clyde Valley projects and its benefits.
- 9.3. With these two factors in mind, it is the recommendation of the Clyde Valley Learning and Development Project Implementation Steering Group that:-
- ◆ the above proposal to reshape the Project's membership structure should be trialled as a pilot project
 - ◆ the pilot should include adopting the funding model proposed, and that this should be presented to all current Member and Associate Members
 - ◆ the funding model should be subject to the constraints of a minimum number of five Full Members and that the tariff should be reviewed on an annual basis
 - ◆ the Joint Committee Minute of Agreement should be re-written to reflect the revised membership structure, categories of membership and charter of membership responsibilities
 - ◆ the Social Care Sub Group should have its status raised to an equal level of governance to that of the Project Implementation Steering Group in order to reflect its own strategic direction and management of resources
 - ◆ it is recommended that each council signs up to a charter of responsibilities for each category of membership, in support of these proposals

10. Employee Implications

- 10.1. The continued support of the in-kind contributions of officers drawn from the Clyde Valley Member Councils remains crucial to the ongoing success of delivering the Project's objectives.
- 10.2. Of equal importance is to ensure that officers attending and participating in each of the Groups' activities are empowered to make management and strategic decisions on behalf of their respective organisations, and that appropriate officers are nominated from each Council to fulfil this requirement.

11. Financial Implications

- 11.1. The new model being proposed represents a fairer distribution of costs to the wider group and in most cases will be financially attractive in terms of value for money. Based on the current Clyde Valley membership (the eight current member councils), retaining their Full Membership status, the new proposal would increase the contribution from the current £32,000 to £59,000.
- 11.2. Thereafter, additional income will be dependent on any of the current Associate Members (or potential new Members) agreeing to take up one of the membership categories and pay a financial contribution in order to access the benefits.
- 11.3. In adopting this funding model, it is conceivable that the annual contribution to the Project will fluctuate year by year. It is therefore essential that the lead authority agrees an acceptable minimum level of funding (currently proposed to be £59,000) before proceeding.

12. Other Implications

- 12.1. If funding is not secured to the agreed minimum level or the minimum number of Full Member Councils is not achieved, this proposal will be reviewed and an alternative proposal developed.
- 12.2. There are no implications for sustainability in terms of the information contained in this report.

13. Equality Impact Assessment and Consultation Arrangements

- 13.1. This report does not introduce a new policy, function or strategy or recommend a change to existing policy, function or strategy and therefore no impact assessment is required.
- 13.2. Consultation has been undertaken with members of the Project Implementation Steering Group, who represent the eight Clyde Valley Member Councils, all of whom contribute to funding. In addition, consultation has also taken place with South Lanarkshire Council's Legal Services.

Gill Bhatti

Chair

Clyde Valley Learning and Development Project Implementation Steering Group

21 May 2018

Previous References

- ◆ 4 December 2017 – Item 5 - The Future and Funding for the Clyde Valley Learning and Development Project for 2018/2019

List of Background Papers

- ◆ Clyde Valley EGF Training Bid
- ◆ NBSS Clyde Valley Consortium Submission November 2006
- ◆ NBSS Clyde Valley Consortium – Secondary Paper December 2006
- ◆ Consultation Paper – February 2018

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Report

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Report to:	Clyde Valley Learning and Development Joint Committee
Date of Meeting:	11 June 2018
Report by:	Chair of Clyde Valley Learning and Development Project Implementation Steering Group

Subject:	Charging for Services Provided by the Clyde Valley Learning and Development Project
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1. Purpose of Report

1.1 The purpose of the report is to:-

- ♦ provide the Joint Committee with an understanding of the legal position as it applies to charging for services provided by 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 position regarding the relevant legislation in terms of charging for services be noted;
- (2) that it be noted that any charges applicable to selling services to other local authorities should only be on the basis of cost recovery;
- (3) that it be noted that any charges applicable to selling services to other public bodies would also only be on the basis of cost recovery, and should only be considered after each authority had adjusted their respective insurance professional indemnity cover accordingly; and
- (4) that it be noted that the advice obtained from South Lanarkshire Council's Legal Services is that the Clyde Valley Councils do not have a legal power to sell their services (including Promoting Positive Behaviour) to the private sector.

3. Background

3.1 The Clyde Valley Learning and Development Project was established to develop a shared approach to Learning and Development across the eight Clyde Valley Councils.

3.2 The original terms of the grant provided to the Clyde Valley Learning and Development Project by the National Board for Shared Services include the condition that the outcomes of the Project are made available to all other local authorities in Scotland.

3.2. The established principle for the Project was that there should be no charging for services between the Clyde Valley Councils and that, where possible, all contributions to development and delivery should be in kind.

3.3 The ongoing success of the Clyde Valley Group's Promoting Positive Behaviour (PPB) programme has raised a level of interest from several parties outwith the Clyde Valley Group's core membership (the Full Members), who have enquired about gaining access to this programme.

3.4 At the meeting of the Clyde Valley Learning and Development Joint Committee on 4 December 2017, the issue of selling this and other Clyde Valley programmes was raised by a Joint Committee Member. It was agreed that this should be explored and reported on at the next meeting.

4. The Legal Position and Advice

4.1. Following the December meeting of the Joint Committee, advice and legal opinion has been obtained from South Lanarkshire Council's Legal Services. The advice is as follows.

4.2. There are two different scenarios and markets to be considered regarding selling services. These are (1) other public bodies and (2) private sector persons or companies. The legal position relating to each is somewhat different.

4.3. The Local Authorities (Goods and Services) Act 1970 provides that local authorities can sell goods or services to other local authorities or bodies which have functions of a public nature.

4.4. Should this course of action be taken in relation to other public bodies, this would need to be declared to all Clyde Valley Councils' insurance providers and all would require to purchase professional indemnity cover. This is not an additional requirement when dealing solely with local authorities.

4.5. In addition, local authorities are not permitted to make profits on goods or services sold and can only recover the costs incurred in relation to that product whether selling to other public bodies (including local authorities).

4.6. Regarding selling to private persons or companies, this can only be done as part of "a relevant trading operation" carried out by the authority. A trading operation is defined as one for which, "in accordance with proper accounting practices (within the meaning of section 12 of the Local Government in Scotland Act 2003) the authority keeps trading accounts."

4.7. As a result, if the Group was considering selling to the private sector, a separate trading operation would require to be set-up, managed and monitored by the lead authority's Finance Services. In addition, a further requirement would be to find a statutory power to justify carrying out such a trading operation. The development and public selling of training materials is not within the statutory functions of local government.

4.8. The general power to advance well-being in Section 20 of the Local Government in Scotland Act 2003 cannot be used for this purpose as (1) it is subject to the restrictions in the 1970 Act and (2) cannot be used by an authority to raise money.

5. Conclusions

5.1. There are two separate selling scenarios for consideration. These are selling to the public sector and to the private sector.

- 5.2. In the case of the former, the Clyde Valley Group can sell its programmes to other local authorities, but only on the basis of recovery of costs incurred. In the case of other public sector bodies, the same conditions apply; however, additional professional indemnity insurance cover must also be in place within the relevant authorities, prior to undertaking the transaction.
- 5.3. In the case of selling to the private sector, legal advice suggests that in law the Clyde Valley Councils do not have the power to do this.
- 6. Employee Implications**
- 6.1. There are no specific employee implications contained within this report.
- 7. Financial Implications**
- 7.1. Due to the restrictions highlighted above, there are no additional financial implications contained within this report.
- 8. Other Implications**
- 8.1. Clarity regarding roles and responsibilities of members is essential to ensure the project operates efficiently.
- 8.2. There are no implications for sustainability in terms of the information contained in this report.
- 9. Equality Impact Assessment and Consultation Arrangements**
- 9.1. This report does not introduce a new policy, function or strategy or recommend a change to existing policy, function or strategy and therefore no impact assessment is required.
- 9.2. Consultation has taken place with South Lanarkshire Council's Legal Services in order to take the correct advice and legal opinion in relation to this matter.

Gill Bhatti

Chair

Clyde Valley Learning and Development Project Implementation Steering Group

17 May 2018

Previous References

- ◆ 4 December 2017 – Item 6 – Ownership and Use of the Promoting Positive Behaviour Programme

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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Report

Report to:	Clyde Valley Learning and Development Joint Committee
Date of Meeting:	11 June 2018
Report by:	Chair of Clyde Valley Learning and Development Project Implementation Steering Group

Subject:	Clyde Valley Learning and Development Project – Contract Extension for e-Learning Service (Learning Management System)
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ advise the Joint Committee of the decision to activate the extension option to the contract for the continued provision of an e-learning service on behalf of the Clyde Valley Learning and Development Group (CVLDG)

2. Recommendation(s)

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

- (1) that it be noted that the existing contract to provide e-learning services to the CVLDG reaches the end of its four year term on 31 July 2018;
- (2) that it be noted that it is the intention of the CVLDG to activate the option to extend the contract with Brightwave Ltd for a period of up to three years from 1 August 2018; and
- (3) that it be noted that the discount offered by the contract continues to incentivise other councils to join the contract to the mutual benefit of all.

3. Background

- 3.1. Brightwave Ltd has been the preferred supplier of e-learning services to the Councils within the CVLDG since August 2009. During this period, two contracts have been let following competitive tendering processes. The current contract was awarded in June 2014 and came into operation on 1 August 2014.
- 3.2. South Lanarkshire Council, on behalf of the CVLDG, awarded Brightwave Ltd the contract to provide an integrated e-learning service for a period of four years. The award has an option to extend the contract for up to a further three years.

4. Current Position

- 4.1. Over a period of nine years and, in particular, during the past four year of the current contract, Brightwave has demonstrated a level of reliability and consistently high level of customer support.

- 4.2. As a result, the supplier has achieved almost 100% availability of access 24 hours a day every day, since the contract began. As demand for access to e-learning continues to grow, this reliability has become the critical factor in delivering the required service to each Council within the CVLDG. The track record of service delivery is therefore established, during which time the number of Clyde Valley Member and Associate Members participating in the contract has increased to 22.
- 4.3. This performance level is reflected in each year's annual contract appraisal since the contract was awarded, where Brightwave's appraisal level has not dropped below 83%. This level of consistency has been demonstrated across all Councils purchasing the service.
- 4.4. The extension offer from Brightwave continues to provide good value for money based on a shared discount for the participating organisations. Councils are however at liberty to take unilateral decisions regarding their choice of learning platform, and are not bound to accept the majority decision of the CVLDG to stay with the current supplier.
- 4.5. The changing financial climate, together with individual local priorities have also influenced the decisions that each Council has taken in relation to the contract extension. As a result, some Councils have indicated that they are choosing to opt out of the contract extension. Those who are choosing to opt in have chosen periods varying between one and three years.
- 4.6. The contract pricing and discount structure is based on the number of Councils purchasing the Brightwave platforms. Based on signed proforma returns received from participating Councils, the overall discount on base price during the extension period is projected to be as follows:
- ◆ Year one 32.5% (based on 17 councils opting in)
 - ◆ Year two 32.5% (based on 16 councils opting in)
 - ◆ Year three 30% (based on 14 councils opting in)
- 4.7. In addition to the continued discounts based on economies of scale, Brightwave has added further value to the Learning Management System choices in two ways. Councils can either continue with their existing system (Launch and Track) in which case a further discount will be available. This will vary between 2.5%, 6% and 10% of the module price, depending on whether the commitment is for one, two or three years.
- 4.8. The alternative offer is for similar functionality with a more modern learner interface (Tessello Go). This added value product is further incentivised through a sliding scale of discounts for the installation fee.
- 4.9. Six of the CVLDG Full Member Councils have indicated that it is their intention to continue to use Brightwave as the supplier of e-learning services. These Councils are:-
- ◆ East Dunbartonshire
 - ◆ East Renfrewshire
 - ◆ Glasgow City
 - ◆ Inverclyde (pending approval from Corporate Management Team)
 - ◆ Renfrewshire
 - ◆ South Lanarkshire

- 4.10. Two of the CVLDG Full Member Councils have indicated that it is their intention to withdraw from the contract on 31 July 2018. These Councils are:-

- ◆ North Lanarkshire
- ◆ West Dunbartonshire

5. Conclusion

- 5.1. Some 17 organisations (16 councils and the SLA Improvement Service), have confirmed their satisfaction with the Brightwave range of products and their desire and commitment to continue accessing the CVLDG contract. Each of these organisations is reliant on the contract being extended, and shares a common dependency on maintaining a reliable e-learning service for its learners.
- 5.2. Based on the continued and growing strategic importance of e-learning delivery for the CVLDG, the consistently high service levels, the range of functionality and the competitive pricing model provided by this contract, the contract extension option will be activated with effect from 1 August 2018.

6. Employee Implications

- 6.1. As the contract extension applies to the incumbent provider, an uninterrupted service will be available for all employees of the participating Clyde Valley Councils. Some preparatory work will be required for those Councils choosing to leave the contract.

7. Financial Implications

- 7.1. The new contract is incentivised to provide an increasing discount based on the number of councils participating. The discount available therefore benefits all purchasing councils whether they buy one, some or all modules.

8. Other Implications

- 8.1. Clarity regarding roles and responsibilities of members is essential to ensure the project operates efficiently.
- 8.2. The provision of e-learning continues to contribute to the sustainability agenda through the reduction in travelling to class based training events and the resultant environmental benefits.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. Consultation has taken place with all interested parties including Clyde Valley Members, Associate Members, other local authorities and the SLG Improvement Service.
- 9.2. An equality impact assessment will be completed once the extension to the contract is activated.

Gill Bhatti

Chair, Clyde Valley Learning and Development Project Implementation Steering Group

17 May 2018

Previous References

- ◆ 9 June 2014 – Item 6 – Procurement of an e-Learning Service (Learning Management System)

List of Background Papers

- ◆ Clyde Valley Learning and Development Joint Committee Minute of Agreement

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Report

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Report to:	Clyde Valley Learning and Development Joint Committee
Date of Meeting:	11 June 2018
Report by:	Chair of Clyde Valley Learning and Development Project Implementation Steering Group

Subject:	Clyde Valley Learning and Development Project – Update on e-Learning Group Developments
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update the Joint Committee on plans and priorities proposed by the e-Learning Sub Group to be addressed during the next year

2. Recommendation(s)

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

- (1) that it be noted that a review of activities and priorities of the e-Learning Sub Group has been undertaken;
- (2) that it be noted that the challenges facing the Clyde Valley Learning and Development Group require to be addressed and opportunities exploited in order to continue to realise the benefits of collaborative working in this field; and
- (3) that it be noted that the recommendations made by the e-Learning Sub Group have been approved by the Clyde Valley Learning and Development Project Implementation Steering Group and will now be addressed and implemented.

3. Background

3.1. E-learning is at the forefront of the Clyde Valley Learning and Development Group's (CVLDG) activities. E-learning activities are co-ordinated and managed through the e-Learning Sub Group, which is led by representatives from the Full Member Councils, but also attended by Associate Members.

3.2. The purpose of the CVLDG is to maximise the opportunities to share resources and develop best practice. Whilst it has always been a networking group, it has achieved much more through problem solving, driving e-learning innovation and creating a genuine desire to improve the learning experience for all employees across the Clyde Valley Councils (including both full and associate members).

4. Current Position

- 4.1. The primary benefit of the Clyde Valley contract with its e-learning supplier Brightwave, is the ability to easily share content between partners. Content created and branded in one local authority can be shared and rebranded with one or all members of the Clyde Valley at no extra cost to the host authority or recipients.
- 4.2. Central management of the Brightwave contract has provided a unique opportunity through economies of scale and strength in numbers that an individual local authority would not have achieved. Clyde Valley Members enjoy a continually improving and prioritised support system from Brightwave. In no small part, this is attributable to the value of the Clyde Valley contract, which makes the Clyde Valley Group a key client to Brightwave.
- 4.3. Quarterly technical developments allow members to shape the development of Brightwave tools through a consensus of needs and by subsequently prioritising what is important rather than what the supplier is able to deliver.
- 4.4. Regular workshops facilitated by Brightwave professionals allow the Group to get a real insight into the wider e-learning industry and work together on how this can be utilised within local government. With a culture of sharing being the norm within the Sub Group, it has embedded a genuine philosophy of developing best practice and continual improvement.

5. Challenges Facing the Group

- 5.1. The whole face of e-learning, like most technology, has evolved greatly since the e-Learning Sub Group was first established in 2008. The focus and challenges facing local government requirement for efficiencies and savings during this time has resulted in e-learning no longer being an “add on” to other traditional learning methods but rather an essential tool for delivering efficiencies.
- 5.2. The cost benefit of e-learning has been proven many times over. However, it is essential the CVLDG continues to ensure that the Member Councils are moving with the times by maximising opportunities presented through digital technology. It is therefore appropriate to take stock and review the priorities for the CVLDG in relation to the work of the e-Learning Sub Group. Additional and changing remits have also had a significant impact on the time that lead members can contribute to continuing to drive the e-Learning Sub Group agenda.
- 5.3. It is evident that many of the CVLDG members are now contributing less to the Group in terms of content, workshop ideas or resources. Whilst it is recognised that there are similar pressures across all local authorities, recent experience has resulted in a change of emphasis in some quarters away from the strength of partnership-working to focusing internally on individual council requirements (e.g. developing own content on new tools).
- 5.4. Another challenge facing the Group is the proliferation of other learning content authoring tools which cannot be shared, modified or customised as easily as content built on the Brightwave tool (BILD). Whilst sharing content is less straightforward using this approach, it also provides a potential opportunity for building capacity. There is now a wealth of knowledge and experience being built up on a number of different authoring tools and, as a result, the group is proposing to tap into the existing sharing culture to transfer knowledge to and develop skills for other members of the group.

- 5.5. Local Government is, however, constantly changing and with this there remain a number of further opportunities for collaborative working to take place. Examples include the implementation of General Data Protection Regulations (GDPR), Equal Partners in Care (EPIC) and a variety of continuous-improvement initiatives. If councils choose to go their own way they are potentially missing out on the expertise and resources from other Clyde Valley partners. However, if the toolkit or courses are shared once developed, they can save other partners' duplication of work. This principle, well established since the beginning of the Clyde Valley Project, could be threatened.
- 5.6. Other challenges include a lack of engagement in the Group's information sharing tools such as the Improvement Service's Knowledge Hub and Brightwave's Tessello learning platform, which have the potential to further aid collaboration through sharing of content, ideas and other resources including videos, articles and presentations.
- 5.7. One example of this is the 'wiki' document which contains the definitive list of e-learning courses produced by the Clyde Valley Councils and which are available for sharing. The success of this approach is entirely founded on everyone in the group refreshing and updating the document as new courses are developed. Similarly, this should be the route for councils to check what is available and to pro-actively check this as the first port of call before developing something new. This process is no longer being used effectively.

6. Opportunities for Development

- 6.1. The Clyde Valley e-learning Sub Group is continually looking for opportunities to improve and evolve. Potential updates in the new Brightwave contract are an excellent step forward with an improved look and feel, and most importantly potential for responsive delivery which will adapt content to the type of device being used to access it, rather than restricted to PCs and tablets. This update is a direct result of Brightwave responding to the needs of the Clyde Valley e-Learning Sub Group.
- 6.2. The Sub Group must respond to developments in the wider Learning and Development and Organisational Development community. This is likely to entail further embedding of online learning into the organisational culture and making closer links to strategy where 'digital by default' is becoming the new mantra.
- 6.3. The agenda for Digital Transformation through mobile and flexible working within councils is growing rapidly and the ability to reach and communicate with non PC facing staff is improving all the time. Potentially opening up social media channels and delivering content that is independent of the receiving device will afford an opportunity to engage with even more staff as they develop greater digital skills and adopt a just-in-time approach to learning when and where they need it.
- 6.4. The e-Learning Sub Group should lead innovation and embrace different ways of working. It is suggested that this might be achieved by moving away from the traditional diet of regular scheduled meetings that require a high degree of commitment from members to attend from all over Scotland and to provide more opportunities to host virtual meetings and webinars, when the context and subject matter is appropriate.

- 6.5. In addition to this approach, the Sub Group aims to establish a series of structured project groups with clear commitment and project management processes that will work on specific topics while maintaining the flexibility to utilise the resources and strength of the wider membership, if required.
- 6.6. The Sub Group has taken on board that the Course Sharing Wiki on the Knowledge Hub has become out of date and cumbersome to navigate. This is due to the amount of courses it now contains and the loss of the resource to keep this updated regularly. An audit of shared courses should be looked at as a priority, with inclusion of course descriptions and notes for developing localised materials. This approach will help the group maintain the habit of good practice that exists through further increased usage.
- 6.7. The experience and knowledge of other content authoring tools can allow the group to become less reliant on purchasing external content, particularly around system simulation IT courses and fully responsive design materials. Open source tools exist (e.g. Adapt) which have no cost to purchase, and which could be explored within the group with a view to developing a common approach to development for the future.
- 6.8. The potential benefits of this approach would be to lead the way in removing the reliance on purchased content, whilst maintaining the ability to share freely. If carefully managed, this approach could also lead to a library of content that is available on any learning management system regardless of supplier (platform agnostic). This should be seen as a medium to long term goal for the CVLDG.

7. Conclusions

- 7.1. As the structure and Membership of the CVLDG is currently under review, similarly the role, responsibilities and strategic impact of e-learning and the e-Learning Sub Group is also under consideration.
- 7.2. The following recommendations have been made by the leaders of the e-Learning Sub Group and these have subsequently been approved by the Clyde Valley Learning and Development Project Implementation Steering Group.
- 7.3. The recommendations are as follows:-
 - ◆ establish the ground rules of membership based on the revised structure of membership within the wider CVLDG, e.g. how decisions are reached within the group
 - ◆ complete a course sharing audit and improve the process for accessing available content
 - ◆ develop a clear strategy and timeline for the e-Learning Sub Group
 - ◆ examine different ways of engaging with individual members and the group as a whole
 - ◆ seek to encourage greater input from the group members on workshop, with a wider range of individuals taking the lead on delivery
 - ◆ encourage opportunities for greater networking with similar groups such as the Digital Partnership for Scottish Local Government/Improvement Service/NHS/ Education Scotland (NES)
 - ◆ explore a common approach to create a library of courses to remove the reliance on purchased content

8. Employee Implications

- 8.1. The continued success of the e-Learning Sub Group is contingent on participating Councils continuing to nominate appropriate representatives to attend meetings, events, development activities and contribute to the delivery of the strategy and agenda.

9. Financial Implications

- 9.1. There are no immediate financial implications.

10. Other Implications

- 10.1. Clarity regarding roles and responsibilities of members is essential to ensure the project operates efficiently.
- 10.2. There are no implications for sustainability in terms of the information contained in this report.

11. Equality Impact Assessment and Consultation Arrangements

- 11.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 11.2. The proposals contained in this report have previously been consulted upon and approved by the Clyde Valley Project Implementation Steering Group.

Gill Bhatti

Chair, Clyde Valley Learning and Development Project Implementation Steering Group

18 May 2018

Previous References

- ◆ None

List of Background Papers

- ◆ Clyde Valley Learning and Development Joint Committee Minute of Agreement

Contact for Further Information

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

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