

Report

Report to:	Clyde Valley Learning and Development Joint Committee
Date of Meeting:	4 December 2017
Report by:	Chair of Clyde Valley Learning and Development Project Implementation Steering Group

Subject:	The Future and Funding for the Clyde Valley Learning and Development Project for 2018/2019
----------	---

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide the Joint Committee with a position statement on current benefits delivered by the Clyde Valley Learning and Development Project
- ♦ recommend that steps be taken to seek to continue the work of the Clyde Valley Learning and Development Project, subject to agreeing a sustainable funding model to the mutual satisfaction of all Member Councils

2. Recommendation(s)

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

- (1) that the benefits realised by the Clyde Valley Learning and Development Project to date and which continue to be delivered be noted;
- (2) that the Clyde Valley Project Implementation Steering Group be tasked with reviewing options for sustainable funding for the Project;
- (3) that specific consideration be given to the balance of Project work which is split between Corporate initiatives and the Health and Social Care agenda
- (4) that the current level of financial contribution, as detailed in the report, be agreed as a minimum for the next financial year.

3. Background

3.1. The Clyde Valley Learning and Development Project was established as a pilot programme in 2005 to develop a shared approach to Learning and Development across the eight Clyde Valley Councils.

3.2. At the meeting held in 13 December 2010, Joint Committee agreed that members of the Joint Committee and the Project Implementation Steering Group would seek the support of their respective councils to contribute to the future running costs of the Project. This arrangement for annual contributions has continued to date.

3.3. Following discussion by the Clyde Valley Project Implementation Steering Group, it was agreed that a two tier funding model, outlined at the Joint Committee on 14 March 2011, was the most favourable option and one which Member Councils could support.

3.4. Since that time, the Project has continued to be funded through contributions from the Member Councils with the remaining operating costs being underwritten by South

Lanarkshire Council. The current contribution level from Member Councils is as follows:-

◆ Glasgow City Council	£5,000.00
◆ North Lanarkshire Council	£5,000.00
◆ Renfrewshire Council	£5,000.00
◆ South Lanarkshire Council	£5,000.00
◆ East Dunbartonshire Council	£3,000.00
◆ East Renfrewshire Council	£3,000.00
◆ Inverclyde Council	£3,000.00
◆ West Dunbartonshire Council	£3,000.00

4. The Current Position

- 4.1. The Clyde Valley Councils are all under unprecedented pressure on budgets and expenditure and it is in this context that the funding and delivery model is under review.
- 4.2. In simple terms, all parties are considering whether the Clyde Valley Learning and Development Project still provides value for money and appropriate outcomes and benefits when set against the financial contributions made by the Member Councils.
- 4.3. The Clyde Valley Project's model of delivery relies heavily on the contributions of time and effort from officers of 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 than others towards the general benefit of all.
- 4.4. 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).
- 4.5. South Lanarkshire Council as the lead authority for the Project continues to underwrite the real costs of delivery through additional in-kind contributions (as well as direct financial support). 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
- 4.6. In addition, the project incurs audit costs for the external audit fees of some £1,790.00 per annum.

5. Project Work Areas and Benefits

The ongoing benefits from all aspects of the project can be categorised as follows.

5.1. Brightwave Learning Management System Contract

The procurement of a Learning Management System (LMS) with associated modules (hosting, authoring, 360 degree appraisal, evaluation and management centre reporting), has been a central aspect of the Project for almost nine years. It has been universally regarded as a success and has been used by some 21 Councils (including all eight full Member Councils) plus the Scottish Local Authority (SLA) Improvement Service.

Some of the benefits realised are:-

- ◆ procurement process undertaken by the Clyde Valley Group on behalf of all
- ◆ procurement discount of 35% of base price
- ◆ overall discounted saving per annum of £174,000 for all participants
- ◆ overall discounted saving for Clyde Valley Member Councils of £68,075 per annum
- ◆ average discounted saving per Clyde Valley Member Council of £8,509 per annum
- ◆ access to technical and skills development workshops provided by Brightwave

5.2. Health and Social Care Learning and Development

- ◆ Shared approach to strategic learning and development issues.
- ◆ Clyde Valley Vocational Qualification centre is jointly managed by Glasgow, East Renfrewshire and Renfrewshire Councils and is a provider of relevant vocational qualifications to the Clyde Valley Group
- ◆ Shared development of Social Care e-learning content
- ◆ Shared development and ownership of Promoting Positive Behaviour model
- ◆ Led and developed a national Professional Development Award through the Scottish Qualifications Authority (SQA).

5.3. Development of e-Learning Content and Expertise

The Clyde Valley e-Learning Group have an agreement to share content developed on the Brightwave platform. This allows courses to be shared between councils without incurring additional costs. The Group has developed a community of practice group of 21 Councils which focuses on sharing of knowledge, techniques and skills to develop e-learning and mobile learning content.

Some of the benefits realised are:-

- ◆ shared access to large library (over 500 course titles) of e-learning content
- ◆ value of shared content library (conservatively estimated at £10.00 per course equating to £5,000.00 per council)

5.4. Subscription to Jenison e-Learning Content Library

Many of the Clyde Valley Councils augment their library of self developed online learning content through the purchase of a range of off-the-shelf titles. These are provided at a competitive rate by Jenison. The content is sold at a tariff negotiated by the Clyde Valley Group on behalf of the participating Councils. The Councils involved are East Renfrewshire, Glasgow, Inverclyde, Renfrewshire, South Lanarkshire, Angus, Argyll and Bute, Clackmannanshire, Dundee, Orkney and Scottish Borders.

Some of the benefits realised are:-

- ♦ individual council discounts
- ♦ average saving per 100 titles (based on 6,000 users) per council on list price of £17,529
- ♦ saving on purchase of Microlearn (based on 6,000 users) per council on list price of £15,700

5.5. Promoting Positive Behaviour (PPB)

PPB is the Clyde Valley Group developed model for managing challenging behaviour in the context of adult care services, children's care services, education special needs and homelessness services. The model was developed through input from five of the Clyde Valley Councils and all eight Member Councils benefit from using the programme.

Some of the benefits realised are:-

- ♦ ground breaking development of best practice model
- ♦ shared ownership and rights to all training materials
- ♦ delivered through non chargeable model of peer to peer support and training for trainers
- ♦ governance held entirely by Clyde Valley councils including quality assurance, refresh cycles and shared delivery
- ♦ financial savings gained based on no external third party charges
- ♦ access to the Professional Development Award (PDA) in PPB through the Scottish Qualifications Authority (SQA)
- ♦ estimate of annual cost savings on external provider charges (2010 figures) of £67,842 (backfill charges and lost productivity time)
- ♦ reduced frequency of course delivery requirement, including refresh cycle
- ♦ reduced number of days required for course delivery

5.6. Accredited Front Line Management Training (CMI)

This is a long running development whereby in 2013, a Clyde Valley Chartered Management Institute (CMI) accredited centre was established for the delivery of management and supervisory training. The Centre has continued to maintain this accreditation to the current day and training has been delivered during that period in East Renfrewshire, Renfrewshire, North Lanarkshire, South Lanarkshire, West Dunbartonshire and East Lothian Councils.

Some of the benefits realised are:-

- ♦ single annual centre registration fee of £780.00 (as opposed to each council paying this fee)
- ♦ centralised quality assurance and external verification
- ♦ shared course content materials and delivery
- ♦ Shared practice and standardisation

5.7. Subscription to Learning Assistant

Learning Assistant is an online portfolio system for managing the delivery of vocational qualifications. The model provides paper free portfolio access and is delivered through a licensing charge. This product is used by the following eight Councils: East Renfrewshire, Glasgow, North Lanarkshire, Renfrewshire, South Lanarkshire, Angus, Dundee and South Ayrshire.

Some of the benefits realised are:-

- ◆ centralised contract negotiations by the Clyde Valley Group
- ◆ no charge for uploading qualifications if already delivered by a Clyde Valley council
- ◆ tariff based licence fee providing year on year savings based on economies of scale
- ◆ current Clyde Valley cost per licence of £25.64 (cost was £48.00 when first introduced)

5.8. Elementary Food Hygiene Award (e-learning)

In partnership with Royal Environmental Health Institute Scotland (REHIS), the Clyde Valley Group has developed an innovative new model of delivery for Elementary Food Hygiene training. This is the first partnership award of its kind to be delivered and assessed exclusively by e-learning. The award is available to all Councils. Currently, it has been taken up by Renfrewshire, South Lanarkshire, Angus, Dumfries and Galloway Councils (with plans to launch also in Glasgow, East Dunbartonshire, Dundee, Perth and Kinross). This initiative was driven by the Clyde Valley Social Care Group.

Some of the benefits realised are:-

- ◆ Clyde Valley developed model
- ◆ gained award status over 18 months in partnership with REHIS
- ◆ first ever online award approved by REHIS
- ◆ delivered and assessed online
- ◆ reduced classroom time (minimum of half a day per candidate)
- ◆ reduction of candidate registration fee of £6.00 per candidate
- ◆ to date, 223 award certificates have been issued

5.9. First Aid Training

First Aid training was the first project to be established by the Clyde Valley Group, and is now delivered through the procurement of external provision of accredited First Aid training in standard courses (First Aid, refresh and Emergency First Aid).

Some of the benefits realised are:-

- ◆ centralised procurement managed by the Clyde Valley Group
- ◆ competitive rates based on economies of scale

5.10. Moving and Assisting Training

This initiative was also driven by the Clyde Valley Social Care Group and involved the joint procurement of external provision of Moving and Assisting training (compatible with assessment against the Scottish Manual Handling Passport).

Some of the benefits realised are:-

- ◆ centralised procurement managed by the Clyde Valley Group
- ◆ competitive rates based on economies of scale
- ◆ expert delivery with specialised knowledge in the field

6. Funding for the Project

- 6.1. The recent external audit report carried out by Audit Scotland highlighted the ongoing objective of ensuring the Project continues to offer value for money to the Member Councils and also to the lead authority.
- 6.2. The principle of sharing the benefits and outcomes achieved with other local authorities in Scotland is one that has been embraced by the Clyde Valley Group since the outset. This has primarily been achieved through allowing Associate Membership of the Group. To date, Associate Members have not contributed financially to the Clyde Valley Group.
- 6.3. A recent exercise was carried out through a consultation with the e-Learning Group membership. This Group constitutes the largest number of Associate Members as well as each of the eight Full Member Councils. All members of the e-Learning Group were asked to provide an update of their intentions to exercise the option of extending the contract with Brightwave. At this stage this was only for indicative purposes as the contract extension would not trigger until 1 August 2018. Nonetheless, each council's decision will have a bearing on all Members, as the primary discount available is based on the number of councils purchasing.
- 6.4. In addition, councils were asked if they would consider making a financial contribution to the Clyde Valley Group running costs to be set against the benefits they realise from membership.
- 6.5. To date, replies have been received from 11 councils and from the Improvement Service. Only a very small number (four) have taken the definite decision to take up the extension to the Brightwave contract at this stage. Similarly, no Associate Member Council has positively stated a willingness to contribute financially to the running costs of the Clyde Valley Group.

7. Funding Options for Consideration

- 7.1. In light of the considerations of the benefits realised and previous funding arrangements, the following options should be considered in order to maintain the viability of the Clyde Valley Project:-
 - ◆ 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 and that each Member Council takes a turn in rotation to lead the Project. This would involve the lead authority taking over all the current roles and responsibilities currently assumed by South Lanarkshire Council
 - ◆ seek to augment the existing contribution level from Member Councils by seeking an annual membership contribution from the Associate Member Councils
 - ◆ increase the annual contribution from Member Councils from the current level (set in 2010) by a previously agreed level
 - ◆ augment the Corporate contribution from Member Councils to reflect the fact that many of the Project areas in place and benefits realised are focused on Health and Social Care Partnerships. Matching the contribution received from Corporate contributions could realise an overall contribution of £64,000
 - ◆ revamp the Clyde Valley Project to be reformed in a reduced structure and with less scope

- ◆ disband the Clyde Valley Project with all the consequential impacts on existing established models and contracts

7.2. It is proposed that the Project Implementation Steering Group is charged with reviewing these options and reporting back to the Joint Committee in June 2018.

8. Employee Implications

8.1 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.

9. Financial Implications

9.1. Subject to the recommendation made by Members of the Project Implementation Steering Group, a viable financial model should be put in place to allow for the continued running of the Project and ongoing realisation of benefits.

10. Other Implications

10.1. If funding is not secured the risk is that the Project would not fulfil its objectives and deliver savings.

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 existing policy, function or strategy and therefore no impact assessment is required.

11.2. 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.

Gill Bhatti

Chair

Clyde Valley Learning and Development Project Implementation Steering Group

10 November 2017

Previous References

- ◆ 5 December 2016 - Funding for the Clyde Valley Learning and Development Project for 2017-2018

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:-

Gill Bhatti, Chair, Clyde Valley Learning and Development Project Implementation Steering Group

Ext: 5604 (Tel: 01698 455604)

E-mail: gill.bhatti@southlanarkshire.gov.uk