

A meeting of the Policy & Resources Committee will be held on Tuesday 22 May 2018 at 3pm within the Municipal Buildings, Greenock.

GERARD MALONE
Head of Legal & Property Services

BUSINESS

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NEW BUSINESS		
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19.	Contract Awards – 1 October 2017 to 31 March 2018 Report by Corporate Director Environment, Regeneration & Resources	p
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The documentation relative to the following items has been treated as exempt information in terms of the Local Government (Scotland) Act 1973 as amended, the nature of the exempt information being that set out in the paragraphs of Part I of Schedule 7(A) of the Act whose numbers are set out opposite the heading to each item.		
PERFORMANCE MANAGEMENT		
21.	Welfare Reforms Update – Appendix 5 Appendix 5 to Welfare Reforms Update report providing information on how the impact on rent arrears of Universal Credit is being managed by Registered Social Landlords	Para 6 p

CONTINUED BUSINESS		
22.	Equal Pay Update Report by Head of Organisational Development, Human Resources, Policy & Communications providing an update on the current position in relation to equal pay claims against the Council	Para 12 p
NEW BUSINESS		
23.	Hydro Electric Scheme – Holeburn at Greenock Cut Report by Head of Legal & Property Services providing an update on the proposed development of a hydro scheme on the Holeburn at the Greenock Cut	Paras 6, 8 & 9 p
24.	Voluntary Severance Policy Update Report by Head of Organisational Development, Human Resources, Policy & Communications providing an update on the position of releases agreed under the Council's Voluntary Severance Scheme since the last report to the Committee in March 2017	Para 1 p
REMITTS FROM COMMITTEES		
25.	Cumberland Walk, Greenock – Remit from Environment & Regeneration Committee Report by Corporate Director Environment, Regeneration & Resources on a remit from the Environment & Regeneration Committee on the impact on the Capital Fund relative to Cumberland Walk, Greenock	Paras 2, 6 & 9 p
26.	Birkmyre Pitch Contract Award – Remit from Education & Communities Committee Report on a remit from the Education & Communities Committee relative to the Birkmyre Pitch contract award	Paras 6, 8 & 9 p

Enquiries to – **Sharon Lang** – Tel 01475 712112

Report To:	Policy & Resources Committee	Date:	22 May 2018
Report By:	Chief Financial Officer and Corporate Director Environment, Regeneration & Resources	Report No:	FIN/58/18/AP/MT
Contact Officer:	Matt Thomson	Contact No:	01475 712256
Subject:	Policy & Resources Capital Programme 2017/2021 - Progress Report		

1.0 PURPOSE

- 1.1 The purpose of the report is to update the Committee in respect of the status of the projects within the Policy & Resources Capital Programme and to highlight the overall financial position.

2.0 SUMMARY

- 2.1 This report updates the Committee in respect of the progress and financial status of the projects within the Policy & Resources Capital Programme.
- 2.2 It can be seen from section 6 that the projected spend over the period to 2020/21 is £1.919m, which means that the total projected spend is on budget.
- 2.3 Expenditure at 31 March is 83.7% of 2017/18 projected spend, net advancement of £0.020m (7.81%) is being reported. This has not changed from the net advancement reported to the last Committee. The final accruals/charges remain to be processed and the final position will be reported to the Committee in August.

3.0 RECOMMENDATIONS

- 3.1 That the Committee notes the current position of the 2017/21 Capital Programme, the reported advancement and the progress on the specific projects detailed in the report and Appendix 1.

Alan Puckrin
Chief Financial Officer

Scott Allan
Corporate Director
Environment, Regeneration
& Resources

4.0 BACKGROUND

- 4.1 On March 15 2018 the Council approved the 2018-2021 Capital Programme which continued the core annual ICT allocation of £0.363m.
- 4.2 Scottish Wide Area Network was reporting a remaining budget although it has been completed in previous years. This project was funded from Earmarked Reserves and on completion the balance had been returned to Free Reserves. As a result the remaining £0.031m budget has been removed.

5.0 PROGRESS

- 5.1 PC Refresh Programme – ICT has moved to a six year desktop and laptop refresh strategy and has concluded the 2017/18 refresh programme. It has identified the equipment to be replaced during the 2018/19 refresh programme which is scheduled to begin in April 2018, concluding by February 2019. Priority is being given to replacing laptop devices within the school estate.
- 5.2 Server and Switch Replacement – A small number of maintenance replacements are scheduled for 2018/19 and are being scoped at present.
- 5.3 Two Business Cases for investment as part of the Council's Digital Strategy have been approved by the Digital Access Group. A Business Case for a significant investment in the Council's Customer Relationship Management System was agreed at this Committee in March 2018 and project initiation has commenced.

6.0 FINANCIAL IMPLICATIONS

Finance

- 6.1 The figures below detail the position at 31 March 2018. Expenditure to date is £0.231m (83.7% of the 2017/18 projected spend) prior to final entries and accruals.
- 6.2 The current budget for the period to 31 March 2021 is £1.919m. The current projection is £1.919m which means the total projected spend is on budget.
- 6.3 The approved budget for 2017/18 is £0.256m. The Committee is projecting to spend £0.276m with net advancement of £0.020m (7.81%) mainly due to advancement within the Modernisation Fund (£0.022m).

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A					

7.0 CONSULTATION

7.1 Legal

There are no legal issues arising from the content of this report and as such the Head of Legal and Property Services has not been consulted.

7.2 Human Resources

There are no direct staffing implications in respect of the report and as such the Head of Organisational Development, HR and Communications has not been consulted.

7.3 Equalities

There are no equalities implications in this report.

7.4 Repopulation

There are no repopulation implications in this report.

8.0 LIST OF BACKGROUND PAPERS

8.1 None

COMMITTEE: POLICY & RESOURCES

Project Name	1	2	3	4	5	6	7	8
	<u>Est Total Cost</u>	<u>Actual to 31/3/17</u>	<u>Approved Budget 2017/18</u>	<u>Revised Est 2017/18</u>	<u>Actual to 31/03/18</u>	<u>Est 2018/19</u>	<u>Est 2019/20</u>	<u>Est 2020/21</u>
	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>
<u>Environment, Regeneration & Resources</u>								
<u>ICT</u>								
Storage/Backup Devices/Minor Works and Projects	43		13	43	43	0	0	
Rolling Replacement of PC's	107		43	107	107	0	0	
Whiteboard/Projector Refresh	52		6	22	7	30	0	
Server & Switch Replacement Programme	55		6	55	55	0	0	
Annual Allocation	1,239	0	159	0	0	513	363	363
Scottish Wide Area Network	300	300	0	0	0	0	0	
Complete on Site	0	0	2	0	0	0	0	
<u>ICT Total</u>	1,796	300	229	227	212	543	363	363
<u>Finance</u>								
Modernisation Fund	123	6	27	49	19	12	56	
<u>Finance Total</u>	123	6	27	49	19	12	56	0
TOTAL	1,919	306	256	276	231	555	419	363

Report To:	Policy & Resources Committee	Date:	22 May 2018
Report By:	Chief Financial Officer	Report No:	FIN/59/18/AP/MT
Contact Officer:	Matt Thomson	Contact No:	01475 712256
Subject:	2017/21 Capital Programme		

1.0 PURPOSE

- 1.1 The purpose of the report is to provide the Committee with the latest position of the 2017/21 Capital Programme.

2.0 SUMMARY

- 2.1 On March 15 2018 the Council approved the 2018/21 Capital Programme which built on the previously approved 2017/20 Capital Programme.
- 2.2 The Capital Programme reflects the confirmed 2018/19 capital grant plus an estimate of capital grants for the period 2019/21 which includes the return of £1.4m re-profiled by the Government in 2016/17 and is in addition to the core annual allocations.
- 2.3 In order to fund increased investment in a number of areas it was agreed to overprovide by up to 5% against available (non SEMP) resources in recognition of potential increase in resources or cost reductions in the future. As a result the Capital Programme is reporting a deficit of £2.197m which represents 3.92% of the 2017/21 resources.
- 2.4 It can be seen from Appendix 2 that as at 31 March 2018 expenditure in 2017/18 was 93.82% of projected spend, expenditure still to be accrued will make up the balance of the projected spend.
- 2.5 The position in respect of each individual Committee is reported in Appendix 2 and Section 5 of the report. Overall committees are projecting to outturn on budget. In the current year net slippage of 1.28% is currently being reported, a decrease in slippage of 3.23% (£1.084m) since the previous Committee. This is mainly due to advancement within the School Estates Management Plan (£1.780m), offset by further slippage in the Vehicle Replacement Programme (£0.397m), New Community Facility Broomhill (£0.158m), Watt Complex refurbishment (£0.055m) and other Environmental and Regeneration projects (£0.070m).
- 2.6 A detailed report on the 2017/18 Capital out-turn will be reported to the next meeting of the Committee.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the current position of the 2017/21 Capital Programme and that a report on the 2017/18 out-turn will be presented to the next meeting of the Committee.

4.0 BACKGROUND

- 4.1 On March 15 2018 the Council approved the 2018/21 Capital Programme which built upon the previously approved 2017/20 Capital Programme to 2017/21.
- 4.2 The approved Capital Programme reflects the confirmed 2018/19 capital grant plus an estimate of capital grants for the period 2019/21 which includes the return of £1.4m re-profiled by the Government in 2016/17 and is in addition to the core annual allocations.
- 4.3 Over provision of projects against estimated (non SEMP) resources of up to 5% has been made to allow for increased resources and/or cost reductions. This overprovision as well as other approved savings and extra resources has allowed for investment in Inverclyde Leisure spend to save investments at Lady Octavia and Boglestone Community Centres, work at Kirn Drive and a match funding allowance for an Indoor Sports Facility (Tennis).

5.0 CURRENT POSITION

- 5.1 Appendix 1 shows that over the 2017/21 period the Capital Programme is reporting a £2.197m deficit. This is considered to be within an acceptable level of up to 5% over provision.
- 5.2 The position in respect of individual Committees for 2017/18 is as follows:

Health & Social Care

Net slippage of £0.720m (42.28%) is being reported with spend of £0.983m for the year. The slippage is due to the revised phasing of the Crosshill Children's Home Replacement.

Environment & Regeneration

Net slippage of £1.965m (15.00%) is being reported with spend of £11.131m for the year. The slippage is projected mainly within the Flooding strategy (£1.039m), Bakers Brae Re-alignment (£0.804m), District Court Room restoration (£0.371m), King George the VI refurbishment (£0.460m) and Asset Management plan (£0.417m), offset by advancement within the RAMP (£1.113m).

Education & Communities

Net advancement of £2.251m (13.08%) is being reported with spend of £19.467m for the year. The advancement is mainly due to the revised phasing of various projects within the School Estates Management Plan (£3.729m), offset by slippage in the Watt Complex (£0.541m), the New Broomhill Community Facility (£0.158m), the Scheme of Assistance (£0.164m), Birkmyre Park pitch improvements (£0.246m) and in Public Space CCTV (£0.321m).

Policy & Resources

Net advancement of £0.020m (7.81%) is being reported with spend of £0.276m for the year. The advancement is mainly within the Modernisation Fund (£0.022m).

- 5.3 Overall in 2017/18 expenditure is 93.82% of projected spend, expenditure still to be accrued will make up the balance of the projected spend of £31.857million. Projected slippage from the programme agreed in February 2017 is £0.414million (1.28%).

6.0 CONSULTATION

- 6.1 This report reflects the detail reported to Service Committees.

7.0 IMPLICATIONS

Finance

- 7.1 Financial Implications

All financial implications are shown in detail within the report and in Appendices 1 & 2.

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A					

Legal

7.2 There are no legal implications.

Human Resources

7.3 There are no direct staffing implications in respect of this report and as such the Head of Organisational Development, HR & Communications has not been consulted.

Equalities

7.4 The report has no impact on the Council's Equalities policy.

Repopulation

7.5 The Council's continuing significant capital investment levels will have a positive impact on regeneration, job creation and hence repopulation.

8.0 BACKGROUND PAPERS

8.1 None.

Capital Programme - 2017/18 - 2019/21Available Resources

	A	B	C	D	E
	2017/18	2018/19	2019/20	2020/21	Total
	£000	£000	£000	£000	£000
Government Capital Support	9,560	8,282	9,500	8,500	35,842
Less: Allocation to School Estate	(4,300)	(4,300)	(4,300)	(3,000)	(15,900)
Capital Receipts (Note 1)	435	134	336	543	1,448
Capital Grants (Note 2)	791	1,708	-	-	2,499
Prudential Funded Projects (Note 3)	14,411	6,542	6,732	1,633	29,318
Balance B/F From 16/17 (Exc School Estate)	(1,700)	-	-	-	(1,700)
Capital Funded from Current Revenue	7,316	4,489	356	406	12,567
	<u>26,513</u>	<u>16,855</u>	<u>12,624</u>	<u>8,082</u>	<u>64,074</u>

Overall Position 2017/21

Available Resources (Appendix 1, Column E)	<u>£000</u>
Projection (Appendix 2, Column B-E)	64,074
(Shortfall)/Under Utilisation of Resources	<u>(2,197)</u>

Notes to Appendix 1

All notes exclude School Estates

Note 1 (Capital Receipts)

	2017/18	2018/19	2019/20	Future	Total
	£000	£000	£000	£000	£000
Sales	385	134	336	543	1,398
Contributions/Recoveries	50	-	-	-	50
	<u>435</u>	<u>134</u>	<u>336</u>	<u>543</u>	<u>1,448</u>

Note 2 (Capital Grants)

	2017/18	2018/19	2019/20	Future	Total
	£000	£000	£000	£000	£000
Cycling, Walking & Safer Streets	109	108	-	-	217
SPT	529	1,600	-	-	2,129
Historic Scotland	65	-	-	-	65
Big Lottery Fund	88	-	-	-	88
	<u>791</u>	<u>1,708</u>	<u>-</u>	<u>-</u>	<u>2,499</u>

Notes to Appendix 1

<u>Note 3 (Prudentially Funded Projects)</u>	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>	<u>Future</u>	<u>Total</u>
	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>
Additional ICT - Education Whiteboard & PC Refresh	42	30	-	-	72
Vehicle Replacement Programme	475	1,256	1,537	1,633	4,901
Greenock Parking Strategy	(2)	-	-	-	(2)
Asset Management Plan - Offices	1,410	33	19	-	1,462
Asset Management Plan - Depots	-	1,573	1,425	-	2,998
Capital Works on Former Tied Houses	78	50	445	-	573
Waterfront Leisure Complex Combined Heat and Power Plant	75	-	-	-	75
Leisure & Pitches Strategy	23	-	-	-	23
Broomhill Community Facility	500	-	-	-	500
CCTV	-	201	-	-	201
Clune Park Regeneration	-	-	1,000	-	1,000
Neil Street Childrens Home Replacement	849	73	-	-	922
Crosshill Childrens Home Replacement	(157)	1,075	717	-	1,635
Modernisation Fund	49	(38)	56	-	67
Watt Complex Refurbishment	445	905	329	-	1,679
Roads Asset Management Plan	4,814	1,384	1,204	-	7,402
Surplus Prudential Borrowing due to project savings	60				60
Reduction in Prudential Borrowing, ICT Annual allocation	(150)				(150)
Additional Prudential Borrowing to Support annual allocations	1,400				1,400
Additional Prudential Borrowing to allow return of Reserves	4,500				4,500
	<u>14,411</u>	<u>6,542</u>	<u>6,732</u>	<u>1,633</u>	<u>29,318</u>

Capital Programme - 2017/18 - 2019/21Agreed Projects

Committee	A Prior Years £000	B 2017/18 £000	C 2018/19 £000	D 2019/20 £000	E Future £000	F Total £000	G Approved Budget £000	H (Under)/ Over £000	I 2017/18 Spend To 31/03/18 £000
Policy & Resources	306	276	405	569	363	1,919	1,919	-	231
Environment & Regeneration	45,051	11,131	13,632	17,546	8,945	96,305	96,305	-	10,229
Education & Communities (Exc School Estate)	1,137	2,084	2,672	4,024	1,733	11,650	11,650	-	1,906
HSCP	1,116	983	1,191	717	-	4,007	4,007	-	983
Sub -Total	47,610	14,474	17,900	22,856	11,041	113,881	113,881	-	13,349
School Estate (Note 1)	3,099	17,383	9,813	9,040	2,190	41,525	41,525	-	16,539
Total	50,709	31,857	27,713	31,896	13,231	155,406	155,406	-	29,888

Note 1Summarised SEMP Capital Position - 2017/21

	2017/18	2018/19	2019/20	2020/21
Capital Allocation	4,300	4,300	4,300	3,000
Scottish Government School Grant (estimate)	384			-
Surplus b/fwd	10,749	9,350	3,837	(903)
Prudential Borrowing	11,300	-	-	-
Available Funding	<u>26,733</u>	<u>13,650</u>	<u>8,137</u>	<u>2,097</u>
<u>Projects</u>	<u>17,383</u>	<u>9,813</u>	<u>9,040</u>	<u>2,190</u>
Total	<u>17,383</u>	<u>9,813</u>	<u>9,040</u>	<u>2,190</u>
Surplus c/fwd	9,350	3,837	(903)	(93)

Report To: Policy & Resources Committee **Date:** 22 May 2018

Report By: Chief Executive, Corporate Director Environment, Regeneration & Resources, Head of Organisational Development, Human Resources, Communications & Policy and Chief Financial Officer **Report No:** FIN/56/18/AP/AE

Contact Officer: Angela Edmiston **Contact No:** 01475 712143

Subject: Policy & Resources Committee 2017/18 Revenue Budget – Period 11 to 28 February 2018

1.0 PURPOSE

- 1.1 To advise the Committee of the 2017/18 projected out-turn for the Policy & Resources Committee as at period 11, 28 February 2018.

2.0 SUMMARY

- 2.1 The total revised Committee budget for 2017/18 is £15,924,000. This excludes Earmarked Reserves of £2,489,000.
- 2.2 The latest projection, excluding Earmarked Reserves, is an underspend of £1,376,000. This is an increase of £493,000 in the underspend since Period 10.
- 2.3 The main reasons for this underspend are:
- a) £600,000 release of non-pay inflation contingency
 - b) £408,000 release of pay inflation contingency
 - c) £50,000 over recovery of prior years' council tax
 - d) £37,000 over-recovery on DWP grants
 - e) £50,000 underspend on Pension Fund costs
 - f) £40,000 over-recovery on Statutory Additions income
- 2.4 The Earmarked Reserves for 2017/18 totals £2,489,000 of which £975,000 is projected to be spent in the current financial year. To date expenditure of £828,000 (84.92%) has been incurred which is £148,000 more than the phased budgeted spend to date. It is to be noted that Earmarked Reserves reported in appendix 4 excludes Earmarked Reserves for Asset Plans and Strategic Funds.
- 2.5 The Common Good Fund is projecting a surplus fund balance at 31 March 2018 of £11,220. This is below the recommended minimum level of reserves of £100,000. As part of the 2017/18 Budget action was taken to increase the annual surplus and as a result the Fund Balance will increase over the coming years. The Policy & Resources Committee approved the 2018/19 Common Good Budget on 6 February based on a planned budget surplus of £26,000.

3.0 RECOMMENDATIONS

- 3.1 That the Committee notes the 2017/18 projected underspend of £1,376,000 for the Policy and Resources Committee as at Period 11, 28 February 2018.
- 3.2 That the Committee notes the projected fund balance of £11,220 for the Common Good Fund as at 31 March 2018.

Aubrey Fawcett
Chief Executive

Alan Puckrin
Chief Financial Officer

Steven McNab
Head of OD, HR, Communication
& Policy

Scott Allan
Corporate Director
Environment, Regeneration &
Resources

4.0 BACKGROUND

- 4.1 The purpose of this report is to advise the Committee of the current position of the 2017/18 budget and to highlight the main issues contributing to the projected underspend of £1,376,000 in 2017/18.

5.0 2017/18 CURRENT POSITION

- 5.1 The current projection is an underspend of £1,376,000 an increase in underspend of £493,000 since period 10.
- 5.2 The following material variances relate to the Environment, Regeneration & Resources Directorate:

Finance - £311,000 underspend

Employee Costs: £107,000 projected underspend mainly due to additional turnover savings from vacancies within Revenues & Customer Services. No change from last Committee.

Administration Costs: £35,000 projected overspend mainly due to a £43,000 overspend within Legal Expenses Sheriff Officer, fully off-set within income. This is an decrease in overspend of £4,000 since last reported at Committee.

Income: An over-recovery of £157,000 is being projected. This is mainly due to an over-recovery of income in relation to DWP Benefit's grants of £37,000 and an over recovery of prior years' Council Tax Income of £50,000 as previously reported. Also a £56,000 over-recovery within Legal fee income which is partially off-set within Administration Costs and a £40,000 projected over recovery for Statutory Additions which is in line with last years outturn.

Legal & Property - £14,000 overspend

Income: An income under-recovery of £35,000 mainly due to a £32,000 under-recovery for liquor licences due to less applications received. This is an decrease of under-recovery of £6,000 since period 10.

- 5.3 The following material variances relate to the Education, Communities & Organisational Development Directorate:

Organisational Development, H.R. & Communications - £10,000 underspend

Employee Costs: £52,000 projected overspend mainly due to £35,000 additional turnover savings from vacant posts and a reduction in hours off-set in full by a £71,000 overspend in relation to an outstanding saving for a Manager post currently being funded from the overall Education Directorate underspend. This represents an increase in overspend of £2,000 since last reported at Committee.

Supplies & Services: £21,000 projected underspend mainly due to a £20,000 one-off underspend for Computer Software due to change in service requirements. No change since last Committee.

Payments to Other Bodies: £27,000 projected underspend mainly due to £15,000 underspend within the overall Events budget, this is due to increased income and temporary reductions in promotional spending.

5.4 The following material variances relate to the Miscellaneous budget.

Miscellaneous – £1,064,000 underspend

Non-Pay Inflation Contingency: There is a projected underspend of £600,000 based on current estimated calls on inflation contingency. Increase in underspend of £50,000 since last reported to Committee. This underspend will be added to the 2018/19 allowance and reviewed as part of the 2019/20 Budget.

Pay Inflation Contingency: There is a projected one-off underspend of £408,000 mainly due to £268,000 auto-enrolment projected costs contained within the Services in 2017/18.

Pension Fund: There is a projected underspend of £50,000 based on current monthly costs. No change from last Committee.

6.0 EARMARKED RESERVES

6.1 Appendix 4 gives a detailed breakdown of the current earmarked reserves position. Total funding is £2,489,000 of which £975,000 is projected to be spent in 2017/18 and the remaining balance of £1,514,000 to be carried forward to 2018/19 and beyond. It can be seen that expenditure of £828,000 has been achieved which is £161,000 more than the phased budgeted spend to date and represents 84.92% of the annual projected spend.

7.0 COMMON GOOD FUND

7.1 The Common Good Fund is projecting a surplus fund balance at 31 March 2018 of £11,220. This is below the recommended minimum level of reserves of £100,000. As part of the 2017/18 Budget action was taken to increase the annual surplus and as a result the Fund Balance will increase over the coming years. The Policy & Resources Committee approved the 2018/19 Common Good Budget on 6 February based on a planned budget surplus of £26,000.

8.0 IMPLICATIONS

8.1 Finance

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A					

8.2 Legal

There are no specific legal implications arising from this report.

8.3 Human Resources

There are no specific human resources implications arising from this report.

8.4 Equalities

Has an Equality Impact Assessment been carried out?

Yes See attached appendix

No

This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

8.5 Repopulation

There are no repopulation issues arising from this report.

9.0 CONSULTATIONS

9.1 Relevant Chief Officers have been consulted in the preparation of this report.

10.0 CONCLUSIONS

10.1 The Committee note the 2017/18 projected underspend of £1,376,000 for the Policy and Resources Committee as at Period 11, 28 February 2018.

11.0 BACKGROUND PAPERS

11.1 There are no background papers for this report.

Policy & Resources Budget Movement - 2017/18**Period 11: 1st April - 28th February 2018**

Service	Approved Budget		Movements			Revised Budget
	2017/18 £000	Inflation £000	Virement £000	Supplementary Budgets £000	Transferred to EMR £000	2017/18 £000
Finance	8,059	121	128		(428)	7,880
Legal	1,489	59	32			1,580
Organisational Development, HR & Communications	1,755	25				1,780
Corporate Policy	233	3				236
Chief Exec	345	6				351
Miscellaneous	5,353	(1,244)	(12)			4,097
Totals	17,234	(1,030)	148	0	(428)	15,924

Supplementary Budget Detail

£000

Inflation

Apprenticeship Levy	32
Pay Inflation 2017/18 - all P&R services	129
Postages (Revenues)	9
Software Maintenance Inflation - Finance	23
Councillors Salaries - Legal Services	32
DHP allocation	40
DHP allocation	(40)
Scottish Welfare Fund surplus to reserves	(51)
<i>Miscellaneous Inflation Contingency:</i>	
Apprenticeship Levy	(331)
Pay Award 2017/18	(706)
Postages (Revenues)	(9)
Software Maintenance Inflation - Finance	(23)
Councillors Salaries - Legal Services	(32)
Unmetered Electricity	(32)
Refuse Transfer/Waste Strategy	69
SEMP	20
NDR Increase	(193)
IL living wage	33
	<u>(1,030)</u>

Virements

Budget correction within employee costs from Property Services to Legal Services	32
IT Information Classification Policy	3
Triage Team budget from HSCP to Finance Services	62
Welfare Reform - Temp Accommodation	128
Line rental recharges	(65)
Rankin Park (Capital Programme)	(12)
	<u>148</u>
	<u>(882)</u>

POLICY & RESOURCES

Appendix 2

REVENUE BUDGET MONITORING REPORT

CURRENT POSITION

PERIOD 11: 1st April 2017- 28th February 2018

Service	Approved Budget 2017/18 £000	Revised Budget 2017/18 £000	Projected Out-turn 2017/18 £000	Projected Over/(Under) Spend £000
Finance	8,059	8,308	7,997	(311)
Legal Services	1,489	1,580	1,594	14
Total Net Expenditure Environment, Regeneration & Resources	9,548	9,888	9,591	(297)
Organisational Development, Human Resources & Communications	1,755	1,780	1770	(10)
Corporate Policy	233	236	225	(11)
Total Net Expenditure Education, Communities & Organisational Development	1,988	2,016	1,995	(21)
Chief Executive	345	351	357	6
Miscellaneous	5,353	4,097	3,033	(1,064)
TOTAL NET EXPENDITURE	17,234	16,352	14,976	(1,376)
Earmarked reserves		(428)	(428)	0
Total Net Expenditure excluding Earmarked Reserves	17,234	15,924	14,548	(1,376)

POLICY & RESOURCES**REVENUE BUDGET MONITORING REPORT****MATERIAL VARIANCES (EXCLUDING EARMARKED RESERVES)****PERIOD 11: 1st April 2017 - 28th February 2018**

Outturn 2016/17 £000	Budget Heading	Budget 2017/18 £000	Proportion of Budget £000	Actual to 28/02/18 £000	Projection 2017/2018 £000	Over/(Under) Budget £000
	<u>Finance/ICT</u>					
5,116	Finance/ICT - Employee Costs	5,283	4,531	4,432	5,176	(107)
277	Rev's Admin Costs - Legal Expenses - Sherrif Officer	242	222	249	285	43
0	Rev's - Other Expenditure - Universal Credit	47	34	16	21	(26)
(12)	Rev's - Other Expenditure - Bad Debt Provision	100	75	10	50	(50)
87	Rev's PTOB - Rev's Discretionary Relief	105	0	0	83	(22)
(273)	Rev's Income - legal fee recoveries	(238)	(218)	(255)	(294)	(56)
(59)	Rev's - Other Income (FERIS payments)	(95)	(88)	(128)	(132)	(37)
(106)	Rev's - Income - Council Tax Prior Years	(306)	(280)	0	(356)	(50)
(304)	Rev's - Income - Statutory Additions	(264)	(225)	(230)	(304)	(40)
(169)	Rev's - Income - Recoveries (HB Raised Sundry Debt)	(244)	(187)	(143)	(191)	53
	<u>Legal & Property Services</u>					
(90)	Liquor Licences	(122)	(98)	(79)	(90)	32
	<u>Miscellaneous</u>					
	Non-pay Inflation Contingency	868	796	268	268	(600)
	Pay Inflation Contingency	1,860	1,705	1,020	1,452	(408)
2,256	Pension Fund	2,273	2,084	2,030	2,223	(50)
	<u>Organisational Development, HR & Communications</u>					
1,373	HR - Employee Costs	1,459	1,251	1,289	1,511	52
8,096	TOTAL MATERIAL VARIANCES	10,968	9,601	8,479	9,702	(1,266)

EARMARKED RESERVES POSITION STATEMENT

COMMITTEE: Policy & Resources

Project	Lead Officer/ Responsible Manager	Total Funding	Phased Budget To Period 11	Actual To Period 11	Projected Spend	Amount to be Earmarked for 2018/18 & Beyond	Lead Officer Update
		2017/18	2017/18	2017/18	2017/18		
		£000	£000	£000	£000	£000	
Digital Strategy	Alan Puckrin	297	53	44	68	229	2017/20 Digital Strategy approved and projects progressing. Major investment approved March 2018 Committee.
Welfare Reform - Operational	Alan Puckrin	346	50	34	97	249	Funding temporary employees and brought forward Scottish Welfare Fund balance of £60k.
Budget Development	Alan Puckrin	86	40	12	25	61	Main Projects are Income Review and the Budget Consultation.
2013/18 Revenue Contingency	Alan Puckrin	156	100	86	86	70	Projects to date include £50k for Grand Prix Boats, £30k for contribution to East Africa appeal, £20k for Youth Event, £5k for Toll Boys and £6.5k for Gourock Highland Games. Total uncommitted funds £44.5k projected to be spent in 2018/19.
Anti-Poverty Fund	Alan Puckrin	1,363	220	442	473	890	£150k agreed for Scotcash and Committee agreed further 12 month funding extensions in September with further proposals agreed in February 2018.
Local Government Elections	Gerry Malone	117	117	113	117	0	Reserve to fund local elections May 2017.
Corporate Complaints Improvements	Steven McNab	57	40	39	45	12	Grade I post to Aug 2018. Remaining £12k to be written back.
HR Temporary Resources	Steven McNab	45	38	36	42	3	Two posts to March 2018. PT Grade H and 37hr Grade D post. Expected underspend in 2017/18.
Specialist Post - Information Governance	Helen Watson	22	22	22	22	0	Additional funding identified to fund post extension for 6 months to 30/09/17.
Total Category C to E		2,489	680	828	975	1,514	

COMMON GOOD FUNDREVENUE BUDGET MONITORING REPORT 2017/18PERIOD 11 : 1st April 2017 to 28th February 2018

	Final Outturn 2016/17	Approved Budget 2017/18	Budget to Date 2017/18	Actual to Date 2017/18	Projected Outturn 2017/18
<u>PROPERTY COSTS</u>	28,280	19,000	17,500	15,530	19,000
Repairs & Maintenance 1	10,900	9,000	8,300	3,520	7,000
Rates 2	19,090	9,000	8,300	14,900	15,000
Property Insurance	(1,710)	1,000	900	(2,890)	(3,000)
<u>ADMINISTRATION COSTS</u>	9,800	7,700	7,600	10,040	10,050
Sundries	3,600	1,500	1,400	3,840	3,850
Commercial Rent Management Recharge	2,200	2,200	2,200	2,200	2,200
Recharge for Accountancy	4,000	4,000	4,000	4,000	4,000
<u>OTHER EXPENDITURE</u>	107,140	79,100	78,700	77,950	79,200
Christmas Lights Switch On	10,500	10,500	10,500	10,500	10,500
Christmas Dinners/Parcels	21,600	0	0	0	0
Gourock Highland Games	29,400	29,400	29,400	29,400	29,400
Armistice Service	8,700	8,300	8,300	8,400	8,400
Comet Festival	13,300	13,300	13,300	13,300	13,300
Fireworks	12,600	12,600	12,600	12,600	12,600
Society of the Innocents Rent Rebate	5,000	5,000	4,600	3,750	5,000
Bad Debt Provision	6,040				0
<u>INCOME</u>	(125,770)	(132,440)	(121,500)	(119,950)	(124,700)
Property Rental	(187,470)	(168,950)	(154,900)	(166,690)	(168,950)
Void Rents 3	61,900	37,010	33,900	46,770	44,750
Internal Resources Interest	(200)	(500)	(500)	(30)	(500)
Disposal of Land					
<u>NET ANNUAL EXPENDITURE</u>	19,450	(26,640)	(17,700)	(16,430)	(16,450)
<u>EARMARKED FUNDS</u>	0	0	0	0	0
<u>TOTAL NET EXPENDITURE</u>	19,450	(26,640)	(17,700)	(16,430)	(16,450)

Fund Balance as at 31st March 2017 (5,230)

Projected Fund Balance as at 31st March 2018

11,220

Notes:

1 Repairs & Maintenance

Significant repairs costs continue to be incurred in respect of vacant properties to bring them to an adequate condition to allow the property to be let out. An estimate of the repairs costs is currently being prepared and will be reported to the next Committee. Should this estimate be in excess of existing Repairs & Maintenance budgets Officers will recommend how any shortfall should be addressed.

2 Rates (Empty Properties)

Rates are currently being paid on empty properties, projection reflects current Rates levels however all historic Rates costs are being examined to ensure all appropriate empty property relief has been obtained. Any subsequent credit will be included in future reports.

3 Current Empty Properties are:Vacant since:

12 Bay St
17 John Wood Street
74 Port Glasgow Road

April 2015
March 2014
September 2012

Report To:	Policy & Resources Committee	Date: 22 May 2018
Report By:	Chief Financial Officer	Report No: FIN/55/18/AP/AE
Contact Officer:	Alan Puckrin	Contact No: 01475 712223
Subject:	2017/18 General Fund Revenue Budget as at 28 February 2018	

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Committee of the position of the General Fund Revenue Budget as at 28 February 2018 and to update the Committee in respect of the position of the General Fund Reserves and Earmarked Reserves.

2.0 SUMMARY

- 2.1 The Council approved the 2017/18 Revenue Budget in February 2017 and at this meeting the Council agreed to set aside £4.630 million from free reserves to help fund the estimated 2017/19 budget gap. The budgeted deficit for 2017/18 is £1.140 million.

- 2.2 It can be seen from Appendix 1 that as at 28 February 2018 the General Fund is projecting a £2.495 million underspend (excluding Health & Social Directorate) which represents 1.3% of the net Revenue Budget and is an increase in the underspend of £0.631 million from the previous position. This is mainly due to:

- Additional turnover savings achieved across all Directorates (£838,000)
- Release of non-pay inflation not required (£600,000)
- One off release of pay inflation contingency (£408,000)
- Increased income within Finance Services (£143,000)
- Increased Council Tax Income due to increase in the Council Tax Base and a reduction in demand from the Council Tax Reduction Scheme in line with prior year's outturn. (£200,000)
- Additional GRG received not required by Services (£149,000)
- Achievement of the Business Rates Incentivisation Scheme (BRIS) target (£59,000)

The above figures exclude a payment of £523,000 from the Scottish Government in 2017/18 which requires to be earmarked to balance the 2018/19 budget. The decision by the Government to pay this in 2017/18 will temporarily increase reserves in all 32 Scottish Councils.

- 2.3 From Appendix 1 it can be seen that all four Service Committees are currently projecting underspends. The Health and Social Care Partnership is currently projecting an underspend, however, any resulting underspend will be retained by the Integration Joint Board.
- 2.4 Appendix 2 shows the latest position in respect of Earmarked Reserves, excluding those relating to Asset Plans and Funding Models, it can be seen that as at 28 February 2018 expenditure totalled £3.718 million which equates to 68.36% of the planned spend in 2017/18. It can also be seen from Appendix 2 that at 28 February 2018 actual expenditure is 11.33% less than phased budget. Officers undertook a review of all reserves as part of the 2018/20 Revenue Budget and identified reserves available for write back. An amount of £2.294 million was approved by the Council on 21 December 2017 for write back; this has been reflected in Appendix 3.
- 2.5 Appendix 3 shows the latest position in respect of the General Fund Reserves and shows that the projected balance at 31 March 2018 is £4.051 million which is £0.251 million greater than the minimum recommended balance of £3.8 million. This position reflects the decisions taken at the Council budget meeting on 21 December 2017 and decisions in respect of the use of the Free

Reserves taken on 15 March 2018.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the latest position of the 2017/18 Revenue Budget and General Fund Reserves.
- 3.2 It is recommended that the Committee notes that the use of any Free Reserves will be considered as part of the 2019/20 budget process.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The Council approved the 2017/18 Revenue Budget in February 2017 and at this meeting the Council agreed to fund the 2017/18 budget deficit of £1.140 million from reserves. Overall, the Council set aside £4.63 million from reserves to help close the estimated 2017/19 budget gap.

5.0 POSITION AS AT 28 FEBRUARY 2018

- 5.1 It can be seen from Appendix 1 that as at 28 February 2018 the General Fund is projecting an underspend of £2.495 million which equates to 1.3% of the net General Revenue Fund Budget and is an increase of £0.631 million from the position reported previously. Based on this projection there will be no contribution required from Reserves for 2017/18.

- 5.2 Appendix 1 shows that all four Service Committees are currently projecting an underspend.

- 5.3 In summary the main issues relating to the four Service Committees are as follows:-

Policy & Resources Committee – Projected underspend of £1,376,000 (8.64%) mainly due to release of non-pay inflation contingency not required, one off release of pay inflation contingency and additional income within Finance Services.

Environment & Regeneration – Projected underspend of £219,000 (1.05%) mainly due to excess turnover savings projected, an over recovery of Planning Development Control income and a net over recovery of crematorium and burial grounds income. This has been offset in part by a projected shortfall in industrial & commercial rent income and Planning Building Standards income. A projected underspend is being reported on the residual waste and MRF contracts, which has been offset in part by overspends on composting and Non Contract Waste disposal.

Education & Communities - £341,000 (0.41%) projected underspend mainly due to additional turnover savings, a projected underspend within Teachers employee costs and projected savings within contract cleaning and janitorial services. A projected over recovery of income from other Local Authorities and Early Years Wraparound offset in part by an overspend within CCTV line rental costs.

Health & Social Care – Projected underspend of £702,000 (1.49%) mainly due to additional turnover savings projected, early achievement of savings/efficiencies and a one off receipt of income from another Local Authority due to a disputed package. This has been offset in part by an increase in client support packages within Learning Disability and Physical Disability services. The Committee underspend will be retained by the Integration Joint Board.

- 5.4 Appendix 2 shows the latest position in respect of the Earmarked Reserves and provides information on performance against phased budget. The Committee is asked to note that the phasing will not be amended during the year and provides a useful benchmark for Officers and Members to monitor performance against originally envisaged targets. The Earmarked Reserve statement excludes those funds that relate to Assets Plans or Funding Models.

- 5.5 As at 28 February 2018 the Council has spent £3.718 million against a phased budget target of £4.193 million. This represents 11.33% less than the target and spend equates to 68.33% of the projected spend for 2017/18. Performance in respect of Earmarked Reserves is reviewed by the Corporate Management Team and reported in detail to each Service Committee. At the meeting on 21 December 2017, the Council approved write back of earmarked reserves of £2.294 million. This has been reflected in appendix 3.

5.6 Appendix 3 shows the latest position in respect of the General Fund Reserves and shows that the projected unallocated balance at 31 March 2018 is £4.051 million which is £0.251 million greater than the minimum recommended balance of £3.8 million. This position reflects the decisions taken at the Council budget meetings on 16 February 2017 and 21 December 2017. At the meeting on 16 February 2017, the Council approved the allocation of £4.63 million of free reserves to fund the budget deficit. £1.14 million of this was allocated for the 2017/18 Revenue budget and the current projection indicates that this will not be required. At the budget setting meeting on 15 March 2018, the Council approved the allocation of £8.858 million of free reserves to various investment proposals. This is reflected in appendix 3 and the remaining free reserve balance will be considered as part of the 2019/20 budget process.

6.0 CONSULTATION

6.1 This report has been produced utilising the detailed budget reports to each Committee.

7.0 IMPLICATIONS

7.1 Finance

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A	N/A	N/A	N/A	N/A	N/A

Annually Recurring Costs

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A	N/A	N/A	N/A	N/A	N/A

7.2 Legal

There are no legal implications arising from this report.

7.3 Human Resources

There are no HR implications arising from this report.

7.4 Equalities

There are no equality implications arising from this report.

7.5 Repopulation

There are no repopulation implications arising from this report.

8.0 BACKGROUND PAPERS

8.1 None

Policy & Resources Committee
Revenue Budget Monitoring Report
Position as at 28th February 2018

Committee	Approved Budget 2017/2018	Revised Budget 2017/2018	Projected Out-turn 2017/2018	Projected Over/(Under) Spend	Percentage Variance
	£,000's	£,000's	£,000's	£,000's	
Policy & Resources	17,234	15,925	14,549	(1,376)	(8.64%)
Environment & Regeneration	21,397	20,836	20,617	(219)	(1.05%)
Education & Communities (Note 1)	90,127	83,865	83,524	(341)	(0.41%)
Health & Social Care	47,420	47,055	46,353	(702)	(1.49%)
Committee Sub-Total	176,178	167,681	165,043	(2,638)	(1.57%)
Loan Charges (Including SEMP)	12,896	17,189	17,189	0	0.00%
Savings Achieved Early	19	19	0	(19)	0.00%
Contribution to / (from) General Fund Reserve (Note 2)	(1,140)	(1,038)	(1,170)	(132)	0.00%
Contribution to / (from) Statutory Funds	(240)	(240)	(240)	0	0.00%
Earmarked Reserves	0	4,420	4,420	0	0.00%
Total Expenditure	187,713	188,031	185,242	(2,789)	(1.48%)
Financed By:					
General Revenue Grant/Non Domestic Rates (Note 3)	(158,947)	(159,582)	(159,790)	(208)	0.13%
Council Tax	(28,766)	(28,766)	(28,966)	(200)	0.70%
Integration Joint Board - Increase in Reserves	0	317	1,019	702	100.00%
Net Expenditure	0	0	(2,495)	(2,495)	

Note 1 - Reduction reflects loans charges and earmarked reserves.

Note 2 - One off contribution to reserves arising from approved budget adjustments removed from Service Committee budgets.

Note 3 - Figure excludes £523,000 received in 2017/18 but which is to be allocated to the 2018/19 budget.

Earmarked Reserves Position Statement

Appendix 2

Summary

<u>Committee</u>	<u>Total Funding 2017/18</u>	<u>Phased Budget to 28 February 2018</u>	<u>Actual Spend To 28 February 2018</u>	<u>Variance Actual to Phased Budget</u>	<u>Projected Spend 2017/18</u>	<u>Earmarked 2018/19 & Beyond</u>	<u>Projected Write Back to General Fund Reserves</u>
	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>
Education & Communities	3,691	788	703	(85)	1,622	2,069	0
Health & Social Care	2,572	1,478	1,510	32	1,862	710	0
Regeneration & Environment	2,342	1,247	677	(570)	980	1,362	0
Policy & Resources	2,489	680	828	148	975	1,514	0
	11,094	4,193	3,718	(475)	5,439	5,655	0

<u>2017/18 %age Spend Against Projected</u>	<u>2017/18 %age Over/(Under) Spend Against Phased Budget</u>
43.34%	(10.79%)
81.10%	2.17%
69.08%	(45.71%)
84.92%	21.76%
68.36%	(11.33%)

Actual Spend v Phased Budget Underspend = (£475k) (11.33%)

Appendix 3

GENERAL FUND RESERVE POSITION
Position as at 28/02/18

	<u>£000</u>	<u>£000</u>
Balance 31/03/17		11250
Projected Surplus/(Deficit) 2017/18	2495	
Contribution to/(from) General Fund Reserves Note 1	<u>(1140)</u>	
		1355
Approved Use of Free Reserves (February 2017) Note 2		(5500)
Reduction to Use of Reserves 2017/18		1140
Approved Write Back of Earmarked Reserves Council 21/12/17 Note 3		2294
Add back 2018/19 approved Use of Reserves		3490
Use of Reserves Approved November 2017 - LED Lighting		(620)
Use of Reserves Approved December 2017 - Continuing Care		(500)
Approved Use of Free Reserves (March 2018) Note 4		<u>(8858)</u>
Projected Unallocated Balance 31/03/18		<u>4051</u>

Minimum Reserve required is £3.8 million

Note 1 £4.63 million free reserves approved to close 2017/19 budget gap. £1.140 million required in 2017/18.

Note 2 (Use of Reserves)

Town & Village Centres	2500
Employability/Apprenticeships	500
Early Retiral/Voluntary Severance	2000
Autism Friendly Community	150
Anti Poverty Fund	200
Grants to Voluntary Organisations	150
	<u>5500</u>

Note 3 (Write back EMR)

a) Developing Young Persons Workforce	22
b) Rankin Park Bike Track Programme	43
c) Primary School Swimming	15
d) 2017 Summer Playschemes	18
e) Schools Credit Union Pilot	7
f) Equal Pay Contingency Review	1790
g) TS Queen Mary Loan	30
h) 2018 Power Boat Grand Prix	108
i) AMP Depots Contingency Release	250
j) Welfare Reforms Operation	11
	<u>2294</u>

GENERAL FUND RESERVE POSITION
Position as at 28/02/18

Note 4 (Use of Reserves)	170
Apprenticeship Programmes	200
Dementia and Autism Friendly Community	186
Anti- Poverty Fund	200
Community Fund	215
Pipe Band Championship 2019-21	345
Inverkip Community Hall	50
Demolish Redundant Buildings	150
Contingency Reserve	120
Indoor Bowling Club	100
Beacon Arts Centre - Repairs and Renewals Fund	120
Lady Alice Bowling Club	65
Indoor Tennis Facility	150
Inverclyde Leisure Spend to Save Investment	1300
Cremator Replacement	850
Capital Programme 2018/21 Deficit	467
3 to 4 Traffic Management Studies	30
Passing places Kirn Drive	200
Refurbishment of Ashton Prom	50
Gourock Park Improvements	20
Extend Gourock Pool Opening Times	16
Roads/Footways Investment	204
GDPR	150
Budget Strategy Reserves	3000
Repopulation Strategy	500
	<u>8858</u>

Report To:	Policy & Resources Committee	Date:	22 May, 2018
Report By:	Chief Financial Officer	Report No:	FIN/48/18/AP
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	Revenue Budget Update		

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Committee on the approved 2018/19 Budget and to seek decisions regarding the progression of the 2019/20 and beyond Budget.

2.0 SUMMARY

- 2.1 The Council approved a one year Revenue Budget for 2018/19 and a 3 Year Capital Programme for 2018/21 on 15 March, 2018. The 2018/19 Revenue Budget did not require the use of reserves in order to achieve a balanced position. Appendix 1 summarises the approved 2018/19 Budget and reflects the application of the approved savings and spending increases plus the projected Free Reserves position at 1 April, 2018.
- 2.2 The Members' Budget Working Group (MBWG) last met on 26 February 2018 and agreed to reconvene post the setting of the budget in March 2018. In this regard a high level draft timescale covering the main tasks/decision dates is outlined in Appendix 2.
- 2.3 Early indications from the Scottish Government are that Councils may not receive details of their 2019/20 funding settlement until the week before Christmas in 2018. There is no indication at this point that the settlement will cover more than one year.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the initial 2018/19 Budget and Free Reserves position.
- 3.2 It is recommended that the Committee notes that the MBWG will be reconvened to support the forthcoming budget process and notes the initial high level timeline shown in Appendix 2.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The Council approved a one year Revenue Budget for 2018/19 and a 3 Year Capital Programme for 2018/21 on 15 March, 2018. The 2018/19 Revenue Budget did not require the use of reserves in order to achieve a balanced position.
- 4.2 The Council has operated a successful Members' Budget Working Group (MBWG) since late 2014 which has helped shape budget proposals and provides feedback to officers on savings and investment options. The MBWG consists of 7 Members and is supported by the CMT.
- 4.3 Early indications from the Scottish Government are that Councils may not receive details of their 2019/20 funding settlement until the week before Christmas in 2018. There is no indication at this point that the settlement will cover more than one year.
- 4.4 As part of the last Budget Strategy, the Council agreed in principle to viewing the budget over the period of this Council ie; the period up to and including setting the 2022/23 Budget. Such an approach will help manage the Council's finances in a strategic manner and reflects the advice of Audit Scotland.

5.0 CURRENT POSITION – 2018/19 REVENUE BUDGET

- 5.1 Appendix 1 summarises the approved 2018/19 Budget and reflects the application of the approved savings and spending increases plus the latest projected Free Reserves position.
- 5.2 Within the Policy & Resources budget there are the centrally held allocations for the pay award and non-pay inflation, these will be allocated once pay awards and contractual increases are agreed.
- 5.3 On 20 March, the Integration Joint Board (IJB) approved the Council's contribution for 2018/19. The contribution following the Council budget approval was £47.795 million. Additional sums to cover pay and further non-pay inflation will be allocated during 2018/19 once these are formally agreed. As has been the case in previous years, any over/underspend on the Council element of the IJB Budget will be addressed by the IJB through their own Reserves.
- 5.4 The first Budget Monitoring cycle will cover the period to 30 June and will be reported to Committees in August/September.

6.0 LOOKING AHEAD

- 6.1 Members will be aware that the MBWG last met on 26 February 2018 and agreed to meet again following the budget meeting in March 2018. On this basis a high level draft timescale covering the main tasks/decision dates is outlined in Appendix 2. It is intended that this timeline would be discussed at the first reconvened meeting of the MBWG and refined further as time goes on.

7.0 IMPLICATIONS

7.1 Finance

There are no financial implications over and above those outlined in the report.

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (if Applicable)	Other Comments
N/A					

7.2 Legal

There are no legal implications other than those outlined in the report.

7.3 Human Resources

There are no HR implications arising from this report.

7.4 Equalities

Has an Equality Impact Assessment been carried out?

Yes See attached appendix

No This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

7.5 Repopulation

There are no repopulation implications arising from this report.

8.0 CONSULTATIONS

8.1 The proposals regarding the continuation of the MBWG are fully supported by the Corporate Management Team.

9.0 LIST OF BACKGROUND PAPERS

9.1 None

Policy & Resources Committee
Revenue Budget Monitoring Report
Budget Position 2018/19

Committee	Approved Budget 2018/2019	Projected Out-turn 2018/2019	Projected Over/(Under) Spend	Percentage Variance
	£,000's	£,000's	£,000's	
Policy & Resources	19,348	19,348	0	0.00%
Environment & Regeneration	20,682	20,682	0	0.00%
Education & Communities	85,472	85,472	0	0.00%
Health & Social Care	47,794	47,794	0	0.00%
Committee Sub-Total	173,296	173,296	0	0.00%
Loan Charges (Including SEMP)	17,228	17,228	0	0.00%
Identified Savings (Note 1)	95	95	0	0.00%
Contribution to / (from) Statutory Funds	(240)	(240)	0	0.00%
Total Expenditure	190,379	190,379	0	0.00%
Financed By:				
General Revenue Grant/Non Domestic Rates	(160,030)	(160,030)	0	0.00%
General Revenue Grant Redetermination	(523)	(523)	0	0.00%
Council Tax	(29,826)	(29,826)	0	0.00%
Net Expenditure	0	0	0	

Note 1 - Minor savings identified since budget setting process

Budget 2018/19
Free Reserves Position
31-Mar-18

	£m
Projected Balance 31.03.18	10.23
<u>Less Approved to Date:</u>	
LED lighting (14.11.17 P&R)	0.62
Continuing Care (21.12.17)	0.50
Investment Proposals Approved (15.03.18)	8.86
Balance Available	0.25

Note: Figures exclude the 2% (£3.8m) minimum reserves.

2019/20 and Beyond Budget
High Level Timeline

Early June ↓ September	Members Budget Working Group reconvenes and agree work plan plus overall planned approach to the budget.
September	Policy & Resources Committee approve Budget Strategy, initial adjustments plus proposals from the MBWG.
September ↓ December	Members Budget Working Group consider various reports relating to the Delivery Differently programme plus other budget related matters.
December	Financial Strategy 2018/26 considered by the Council.
W/C 17 th December	Expected timescale for Draft Local Government Grant settlement.
January ↓ February	a) Reports to Committee regarding Budget proposals. b) MBWG finalise proposals to balance the budget. c) Scottish Parliament approves the final Grant Settlement.
Late February	Council Tax approved and Budget approved.

AP/LA
5/4/18

Report To:	Policy & Resources Committee	Date:	22 May 2018
Report By:	Chief Financial Officer	Report No:	FIN/60/18/AP/AMcD
Contact Officer:	Allan McDonald	Contact No:	01475 712098
Subject:	ICT Services Performance Update		

1.0 PURPOSE

- 1.1 On 20 June 2017 the Committee approved the Council's Digital and ICT Strategies for 2017 – 2020. This report includes updates on the Digital and ICT Strategies plus performance and Channel Shift statistics.

2.0 SUMMARY

- 2.1 Updates to the action plans for the Digital and ICT Strategies can be found at Appendices 1 and 2. Currently all actions are progressing satisfactorily.
- 2.2 The Council continues to look towards new and distinct methods of allowing customers to interact with the Council's Services. Following approval of an investment in Digital Services an update on the project is detailed in Appendix 3 section 4.
- 2.3 Although the Servicedesk continues to deliver a high quality service as demonstrated in Appendix 3, there remains a challenge to ensure that this is maintained in light of on-going and increasing resource pressures. As previously reported the Service has amended its targets to provide a more robust challenge on service delivery.
- 2.4 As reported in the Capital report elsewhere on the agenda, ICT has identified its PC refresh programme for 2018/2019. To complement the Schools Wi-Fi project, replacement of laptops in the school estate has been identified as the priority for this refresh programme. The Council will invest £0.3 million in replacing over 830 laptop devices across all areas of the Primary, Secondary and ASN School Estate. A separate review, in conjunction with colleagues from Education Services is determining the requirement in pre-school areas in anticipation of the reforms and expansion of provision in this area.

3.0 RECOMMENDATIONS

- 3.1 That the Committee notes the Performance Report and Action Plan updates for the Digital and ICT Strategies.
- 3.2 That the Committee notes the significant PC Refresh programme planned for 2018/19.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The Council runs a small and cost effective ICT service which provides support across ICT hardware, software and security. The parameters for this support and how users operate the system are supported by a number of ICT policies which are considered and approved by the Policy & Resources Committee.
- 4.2 ICT Services provides 5 main functions as part of its overall service:
- Servicedesk – Incident Response and Service request
 - Server and System Support
 - Network and Telecommunications
 - Application Support and Development
 - Project Management
- 4.3 The service provides support from 08:40 – 17:00 (16:30 Friday) and continues to deliver a highly efficient and cost effective service. The service is consistently benchmarked as one of the lowest spending services per customer/device of all 32 local authorities.
- 4.4 The Public Services Network (PSN) provides connectivity to other public sector bodies including UK Government Departments and agencies and other public sector bodies. As SWAN develops it is envisaged that most Scottish Public Bodies will become members and that this network will become the main route for interconnected services within Scotland. As SWAN will be connected to PSN, compliance certification remains a key requirement for the Council.
- 4.5 On 20 June 2017 the Committee approved the Councils Digital and ICT Strategies for 2017 – 2020.
- 4.6 The Digital Strategy highlights the increase in the use of digital media and services in the everyday lives of the public and the need for the Council to continue to develop its services to ensure that they can be accessed and delivered in the manner which the public expect. It recognises that there are a sizable number of customers within Inverclyde who make limited or no use of digital services and will continue to interact with the Council on a face to face basis or by telephone.
- 4.7 The ICT Strategy supports the Digital Strategy and details how the Service will deliver the core ICT infrastructure and functions including system support, hardware and software refresh, core systems and system security.

5.0 PROGRESS

- 5.1 The ICT Service takes the lead in supporting and coordinating the Digital and ICT Strategies. A corporate approach is ensured via monthly Directorate Change Boards which report to the CMT bi-monthly. Approval has been received for a number of Business Cases which will help achieve the approved actions including a significant upgrade to the Council's Customer Service System.
- 5.2 The Mobile App was launched along with the introduction of Web Forms in January 2017. The app has been downloaded approximately 1100 times across both platforms. In 2017, of the services available to be reported via the App, 86.7% of interactions were still completed via traditional methods (telephone, email, face to face). 8.2% used the app and 5.1% used the website/online forms. In the two full months following launch an average of over 150 incidents per month were being reported via the app. However this fell to an average of 50 incidents per month for the rest of the year.
- 5.3 ICT undertook to liaise with the Services and identify any issues or support that could be addressed. Meetings were held with managers from the Services involved in resolving Customer Service (CS) incidents and identify requirements to ensure that CS incident

management was being completed as per agreed standards and within service levels. The meetings were constructive and identified some common issues as well as service specific requests.

- 5.4 Across January – April 2018, usage of the app and eform has returned to previous levels. In particular, reporting of Road and Lighting faults increased with winter related incidents. This confirms that the mobile app is used mainly for road and lighting type fault reporting and the eform and traditional interactions remain the most used method for reporting other issues.
- 5.5 In conjunction with colleagues from Education Services, ICT has identified its PC refresh programme for 2018/2019. To complement the Schools Wi-Fi project replacement of laptops in the school estate has been identified as the priority for this refresh programme. The Council will invest £300,000 in replacing over 830 laptop devices across all areas of the Primary, Secondary and ASN School Estate.
- 5.6 A separate review, in conjunction with colleagues from Education Services is determining the requirement in pre-school areas in anticipation of the reforms and expansion of provision in this area.

6.0 OPERATIONAL PERFORMANCE

- 6.1 Despite ongoing resource pressures, the ICT Service increased service level targets in 2017/18. Appendices 2 and 3 show performance across a range of targets:
 - Servicedesk Incidents
 - Servicedesk Service Requests
 - Internet and Web Access
 - Email
 - PC Refresh
- 6.2 The Servicedesk continues to deliver a high quality service that has rated highly in Customer Satisfaction exercises. There is a challenge to ensure that this is maintained in light of ongoing resource pressures and increasing demand partially generated by Education attainment funding. The majority of the day to day work that the servicedesk undertakes is in the Schools. With an increasing emphasis on the use of technology in the classroom, ICT works closely with QIO colleagues in Education Services to ensure that the service delivers in line with educational priorities.
- 6.3 A project to improve and expand Wi-Fi provision with the schools estate was agreed at the Education and Communities Committee. ICT will implement phase 1 of the project, replacing, upgrading and expanding wireless infrastructure in 8 schools during the forthcoming summer break.

7.0 IMPLICATIONS

7.1 Finance

Financial Implications:

There are no direct financial implications arising from this report.

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A					

7.2 Legal

There are no legal implications arising from this report.

7.3 Human Resources

There are no HR implications arising from this report.

7.4 Equalities

There was a full equalities impact assessment carried out with the initial Strategy and as such an equalities impact assessment is not required at this time.

7.5 Repopulation

7.6 The provision of modern and responsive services will help promote the area and contribute towards stabilising the area's population.

8.0 CONSULTATIONS

8.1 There have been no consultations required for this report.

9.0 BACKGROUND PAPERS

9.1 Digital Strategy 2017 – 2020 and ICT Strategy 2017 – 2020.

Appendix 1 – Digital Strategy Action Plan Update

Action		Success Criteria	Implementation	Target Date	Responsible Officer	Update April 2018	Status
Customer Focus	Provide Improved online Services	Delivery of extended range of services available.	Develop a Citizen Self-Service Portal where KANA CRM is linked to the portal & enable citizens to access multiple services via single sign-on. Allow customers to book & pay for services online. Increase the range of services available via Web Self-Service	Dec 18	ICT Service Manager	Business case approved March 2018 and implementation is under way.	Project timeline agreed.
			Allow Council Tax administration via the Council website - Business case for implementation has been agreed.	Oct 18	Revenues & Customer Services Manager	Supplier engagement has begun and implementation Scheduled to commence May 2018	On Track
			Revise the range of Services available via Inverclyde on-line app	Jan 18	ICT Service Manager	Review completed and working group established	Complete
			Conduct targeted citizen surveys – design services the way citizens want them to be delivered.	Dec 17	CSC Team Leader	CSC Survey complete, results being analysed.	Initial Survey Complete
			Create KANA scripts to gather feedback and promote digital services.		CSC Team Leader	To be developed following implementation of Kana upgrade	Not yet started
	Increase customer feedback opportunities to design, improve and promote services. Enable citizens to track and monitor progress of queries, orders, applications etc.	Increased use of Digital Channels	Enable opportunity to allow citizen to rate experiences.	Oct 18	Corporate Policy & Partnership Manager	To be developed following implementation of Kana upgrade	Not yet started
			Conduct regular citizen surveys to gather feedback.	Ongoing		Citizen Panel Engagement begun	On Track
		Improved Customer Service & satisfaction	Identify and develop digital ambassadors & Customer Service Champions in all Services and provide training to members.	TBC	Revenues & Customer Services Manager	Engagement required with appropriate officers	Not yet started
			Provide training & qualification opportunities for all customer facing staff	Ongoing	Head of OD & HR	Identify as part of Annual appraisal process.	Ongoing

Action		Success Criteria	Implementation	Target Date	Responsible Officer	Update April 2018	Status
Working Practices	Identify and implement agile working opportunities subject to appropriate Business Case	Delivery of agile working solutions for appropriate staff.	Work with Property Maintenance and Environmental & Commercial Services to identify opportunities. Produce appropriate business cases & implement If required.	Dec 18	ICT Service Manager	All Visits DMTs and SMTs sent to services. ERR, ECOD SMTs visited. HSCP now completed. Follow up contacts to be arranged following completion of Budget Exercise.	Ongoing
			Review physical infrastructure – building layouts.		Corporate Director ERR	Review of recently refurbished buildings part of Directorate Change Board	
			Optimise use of existing buildings via appropriate Equipment/Access/Permissions & Hot Desk Facilities.		Property Services Manager	Agile working facilities are provided as required by customers	
	Review home and Mobile working Policies	OD&HR to review policies a practices. Improved productivity and employer satisfaction	Identify opportunities with ECMT	August 2018	Head of ODHR	Review underway and consultation has begun with TU's in anticipation of presentation to CMT. Includes change of focus from Flexible and Mobile Working to Agile Approach.	Ongoing
	Develop a range of management and business intelligence reports and the creation of a central Customer Service dashboard of management information reports in order to improve and target service delivery.	Delivery of a range of reports and information required by services	Define specifications and identify appropriate functions to be offered.	Dec 2018	ICT Service Manager/Revenue & Customer Services Manager.	Initial set of reports detailing Channel delivery developed. Ongoing engagement to identify and produce extended reports being overseen by Channel Shift Group	Ongoing

Action		Success Criteria	Implementation	Target Date	Responsible Officer	Update April 2018	Status
Infrastructure	Implement an open Data Policy	Open data policy published and implemented.	Develop a clear policy in line with customer expectations and national developments.	Ongoing	Senior Information Risk Officer/ Information Governance Working Group	Policy Published	Complete
	Investigate further systems integration	Further systems become available online.	Engage with suppliers to identify possible system integrations to allow additional services to be available to staff and customers	August 2018	ICT Service Manager	Engagement with services and suppliers ongoing. Initial discussions regarding potential UFIS/Uniform integration with Kana Business Case to be developed when requires	On Track
	Consolidate and improve ICT offering in Community Facilities	Reduce Digital Exclusion	Identify key access hubs & refresh equipment/improve digital access.	Dec 2018	Head of Safer and Inclusive Communities ICT Service Manager	Audit of current estate (including partners) completed. Awaiting decisions on future of hubs and budget to be identified	Ongoing

Appendix 2 – ICT Strategy Action Plan Update

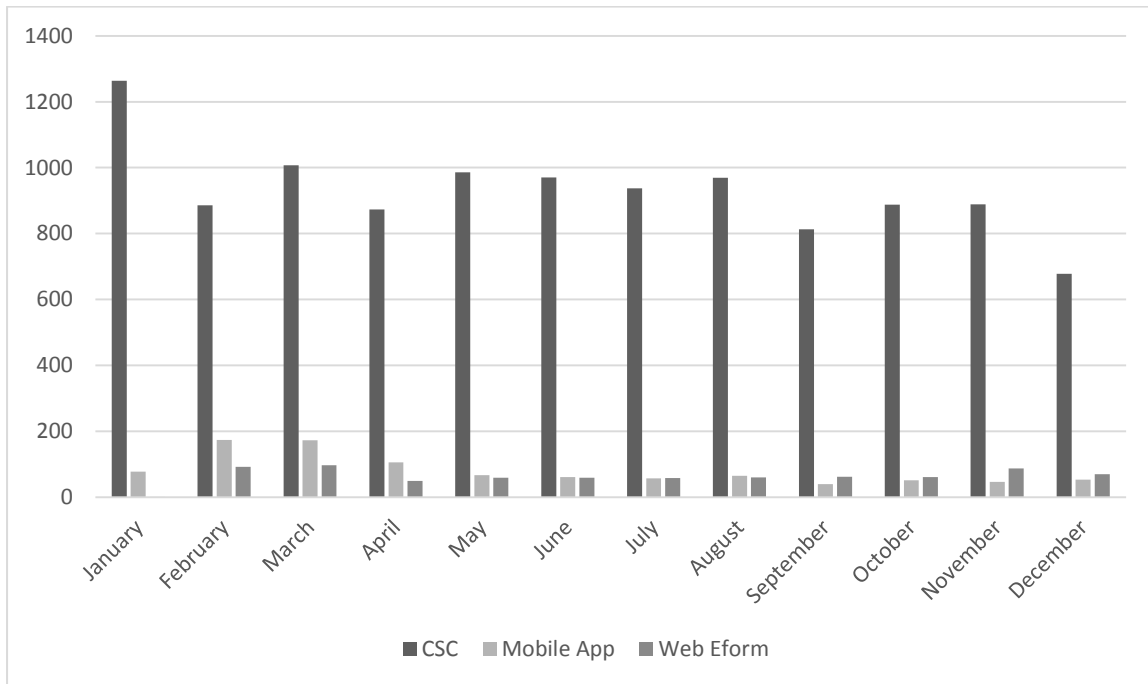
Action		Milestones	Success Criteria	Target Date	Update April 2018	Status
Service Provision	Continuous Improvement	Review and publish updated SLA Targets	New SLAs agreed and then met.	From June 2017	Updated stage 1 targets incorporated in this month's report. Further development with introduction of updated Service Desk tool to be introduced in next reportin cycle	Complete
	Working With Services	Regular engagement with key Services including Education, HSCP and Finance.	Deliver objectives in the Digital Strategy	From June 2017	Ongoing engagement with Key Services.	On Track
	Training & Skills Development	Identify training and skills required to support the service	ICT Staff have appropriate skills & knowledge to deliver high quality services	April 2018	ICT Service Manager is working with team leaders to identify as part of Appraisal Process	Complete
Information Security	Network and System Security	Support the Information Governance group in dealing with the individual data management responsibilities of each member of staff.	Corporate approach to data handling and electronic document management.	Ongoing	ICT Service Manager is member of IG Working Group	On Track
	PSN Compliance	Use of industry partners to provide Security Assurance through the Penetration Test & IT Health check process. Maintain PSN Code of Connection compliance/accreditation	Provision of report and implementation of recommendations PSN Compliance Certificate	May 2018	Initial discussions with Vendors re IT Health Check. PSN Project Team convened January 2018	On Track

Action		Milestones	Success Criteria	Target Date	Update April 2018	Status
Core Systems	Review Core Systems	<p>Engage with services to review Core Systems.</p> <p>Complete a full Strengths, Weaknesses, Opportunities and Threat (SWOT) review of all core systems</p> <p>Determine if each identified system still provides best value and appropriate functionality.</p> <p>Develop plans for retirement or replacement of existing systems which are no longer sustainable and integrating their functions into other existing Council solutions. Subject to appropriate cost/benefit analysis.</p>	Council Systems are robust, provide best value and appropriate functionality.	<p>April 2018</p> <p>March 2019 (for decision)</p>	<p>Key review process identified and supporting processes developed. ICT working in partnership with HSCP to identify suitable replacement for SWIFT</p> <p>Total have advised that there will only be minimal new development of FMS and that in the longer term, support may be withdrawn. Options to be developed by the CFO.</p>	<p>Complete</p> <p>On Track</p>
	Ensure that existing systems are being used effectively	Engage with services to ensure that existing systems are being used effectively. Focussing on collaboration and communication tools including the Cisco telephony systems, Cisco Jabber, JANET Video Conferencing. Evaluate Skype for Business as an alternative client.	Services have access to the tools and functions required to provide effective efficient services to customers and staff.	August 2018	Key review process identified and supporting processes developed.	On Track
Asset management Programme & Procurement	Hardware Refresh programme	Support requirement for children and young people to have access to the appropriate technologies required to support their learning in the curriculum	Equipment remains up to date and fit for purpose.	Ongoing	831 School laptops identified for replacement in 2018/19 project	On Track
	Supplier management	ICT Service and Corporate Procurement liaise with the major suppliers' account managers on a regular basis via the established Supplier Management Process.	Appropriate level of supplier support and best value.	Ongoing	Supplier engagement ongoing.	On Track
	Cloud Based Services	Investigate migration of services to Cloud based/hosted systems.	Systems delivered efficiently and within appropriate pricing structures	Begins December 2018	Yet to begin	On Track

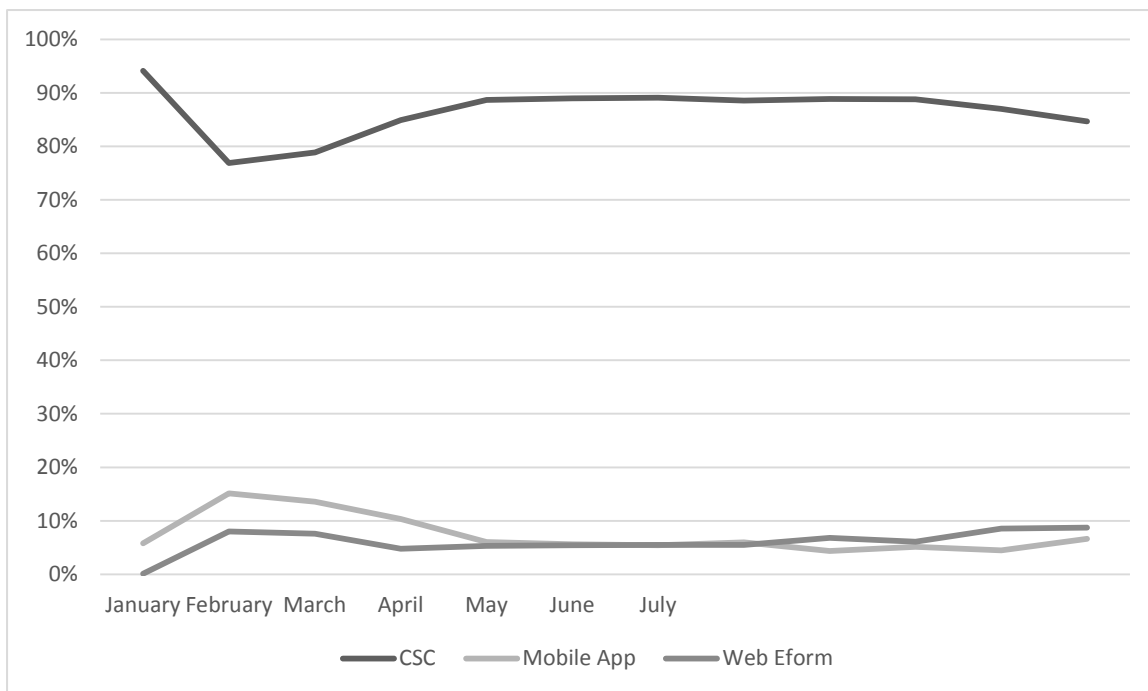
Appendix 3 – Performance Statistics – 31st March 2018

Section 1 – Channel Shift

1.1 Total Number of Requests by Channel



1.2 Percentage of Requests by Channel – Trend

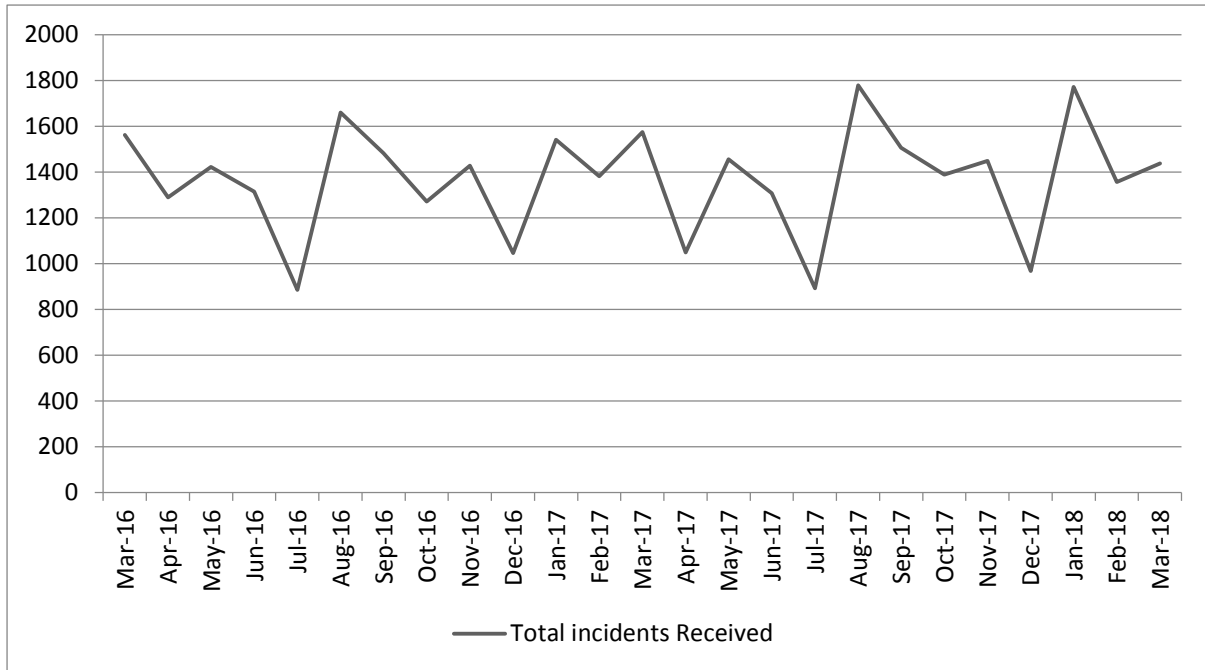


Note – Only categories available across all three channels are reported.

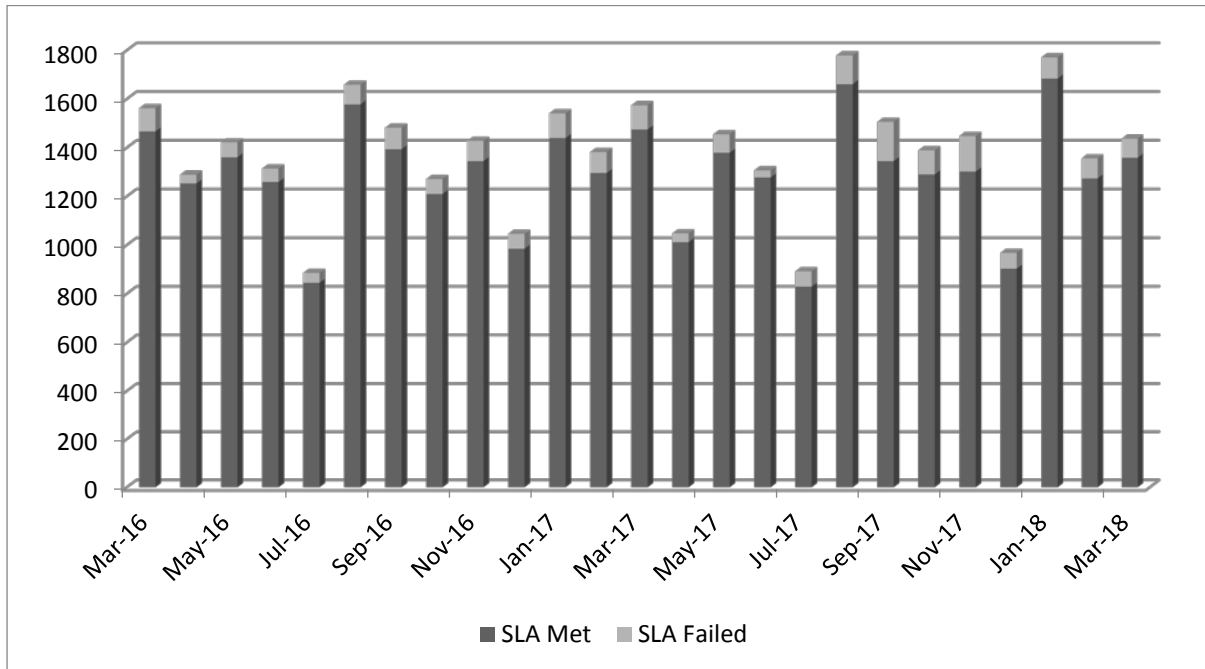
Section 2 - Servicedesk

2.1 Incidents

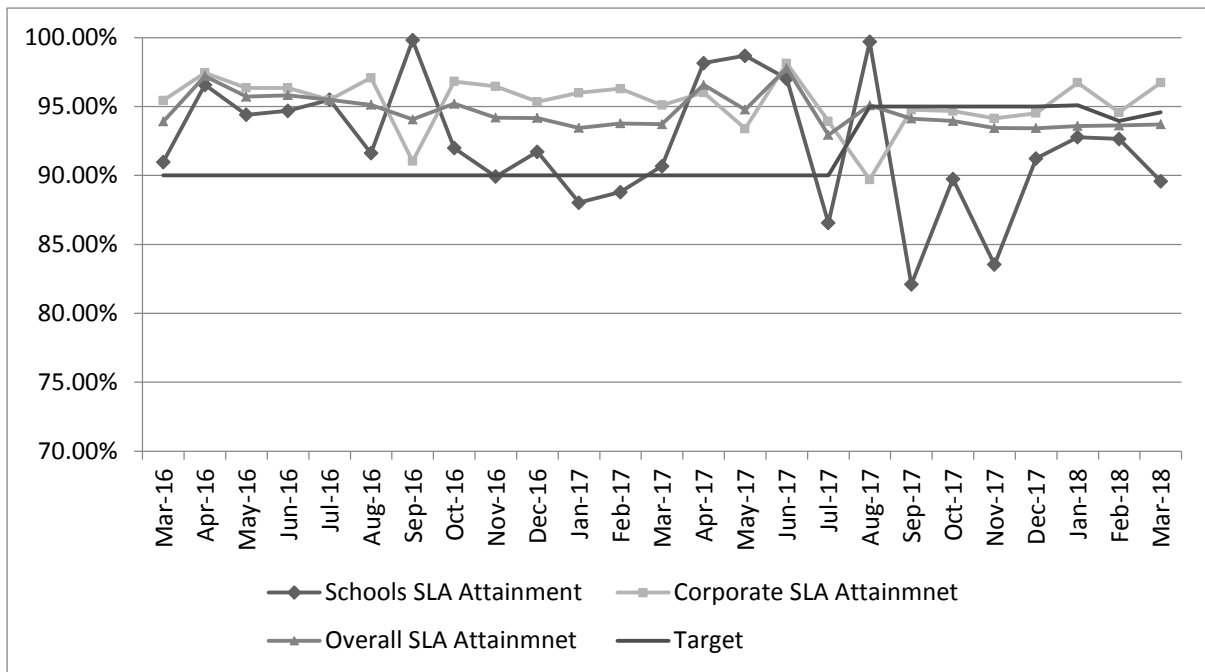
Incidents Received



2.1.1 - Incidents Met/Failed within SLA



2.1.2 - Monthly Service Level Attainment - Incidents



SLA Details

VIP Users

Priority	Target Resolution Time
Critical	3 hours
High	4 hours
Normal	7 hours
Low	21 hours
Long Term	No target

Standard Users

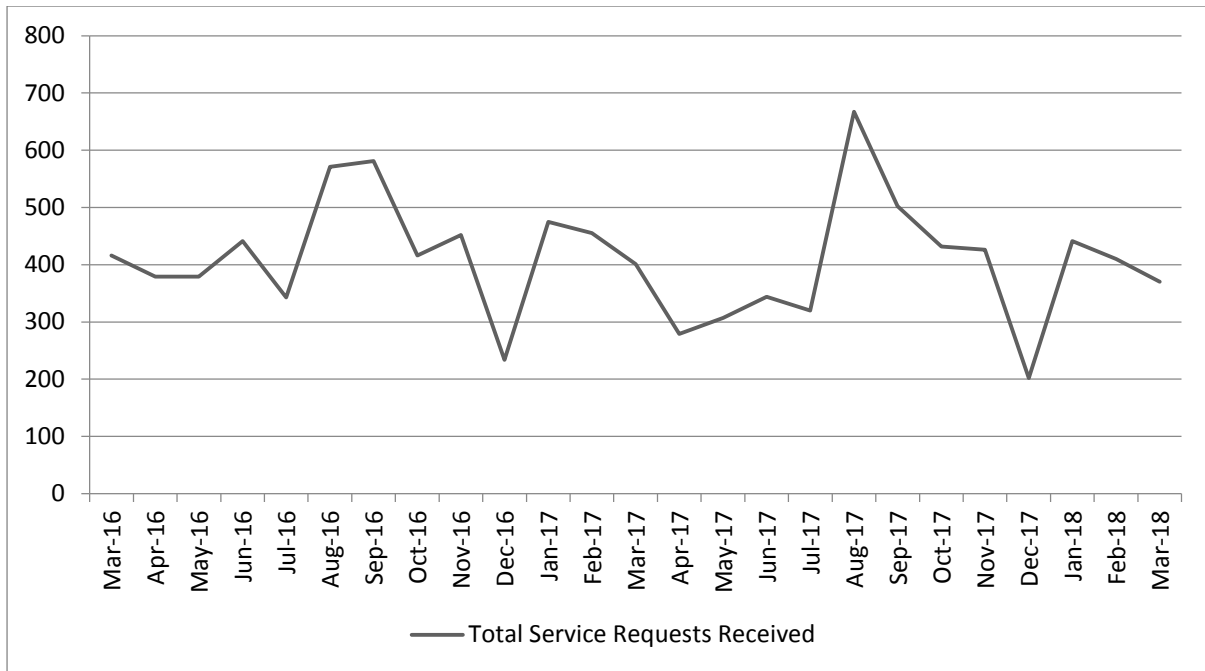
Priority	Target Resolution Time
Critical	4 hours
High	7 hours
Normal	21 hours
Low	35 hours
Long Term	No target

SLA Attainment is 95% of incidents resolved within Target Resolution Time (90% until July 2017)

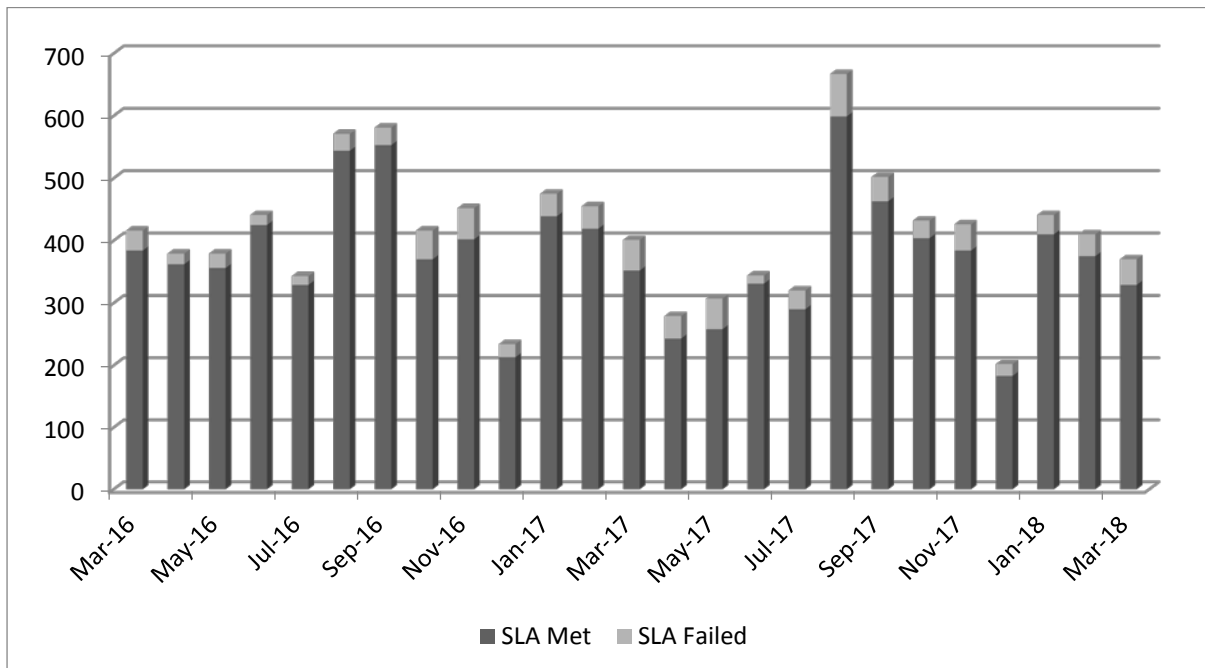
A typical Service request is unlocking a user account or password, software errors, PC faults, PDA, whiteboard and projector issues.

2.2 - Service Requests

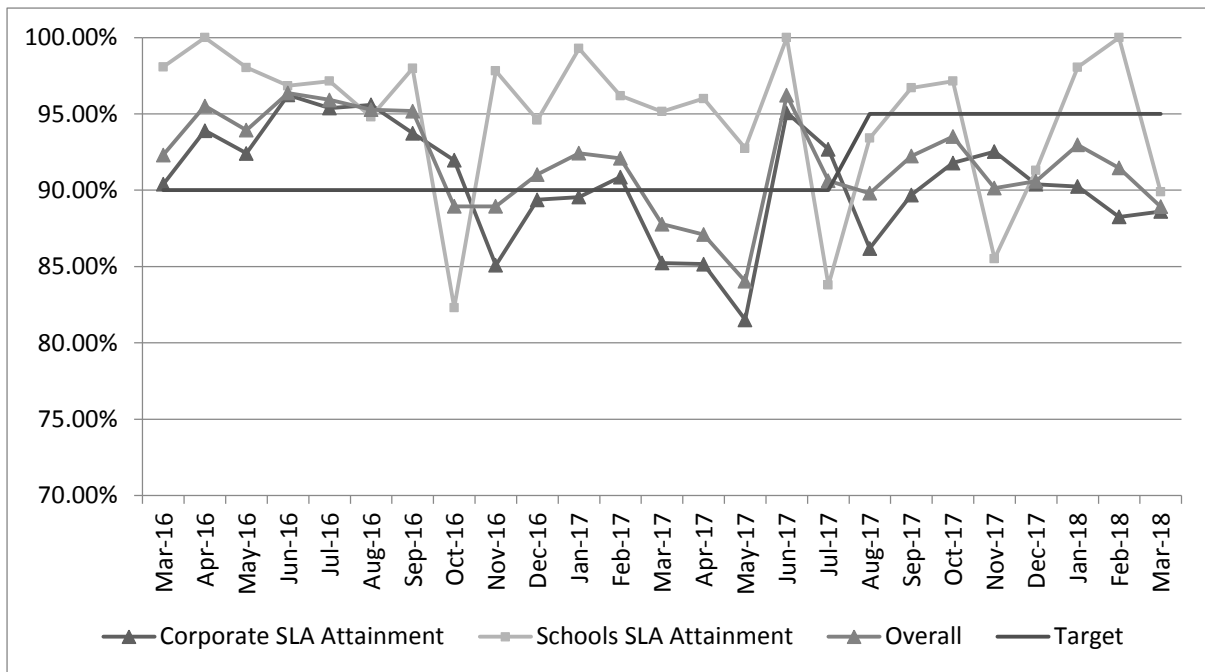
2.2.1 - Service Requests Received



2.2.2 - Service Requests Met/Failed within SLA



2.2.3 - Service Level Attainment – Service Requests



SLA Attainment is 95% of incidents resolved within Target Resolution Time (90% until July 2017)

A typical Service request is provision of a new user account, a new PC or Laptop, relocation of existing services.

2.3 – Highlight Report 31 March 2018

2.3.1 – Outstanding Incidents

Application Support	1
Civica	1
Network	3
Server	12
SWIFT Admin	30
Service desk	79
Tech Support Admin	0

2.3.2 - Outstanding Service requests

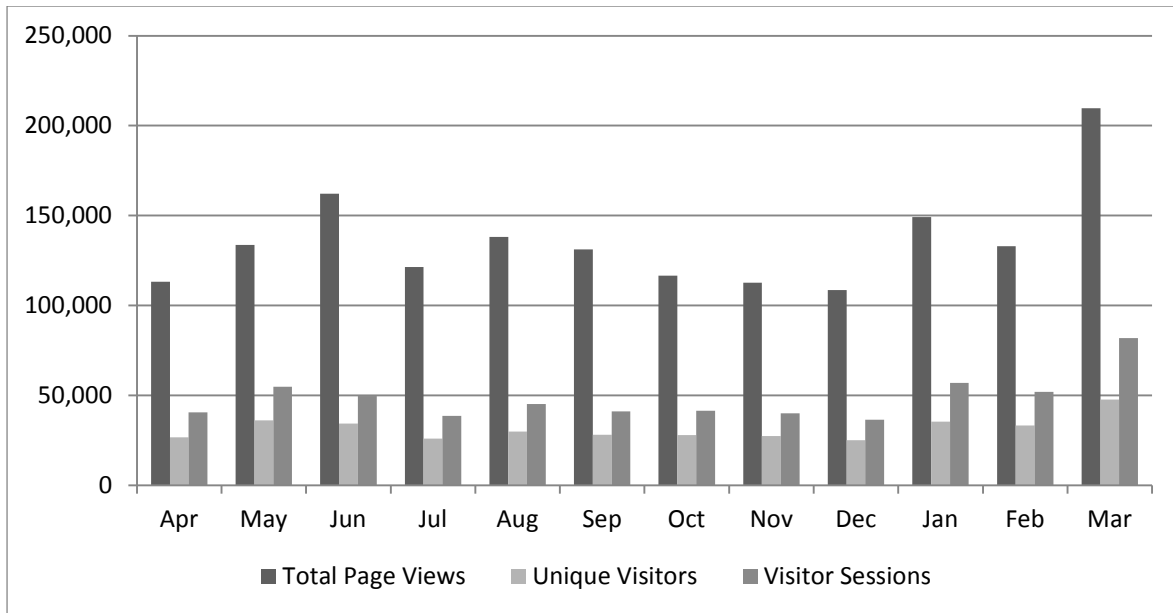
Application Support	3
Civica	7
Network	1
Server	8
SWIFT Admin	11
Service desk	35
Tech Support Admin	2

2.3.3 - Calls Assigned still to be actioned

Application Support	0
Civica	1
Network	1
Server	9
SWIFT Admin	13
Service desk	3
Tech Support Admin	0

Section 3 - Internet and Web Access 31st March 2018

3.1 - www.inverclyde.gov.uk – Google Analytics Statistics

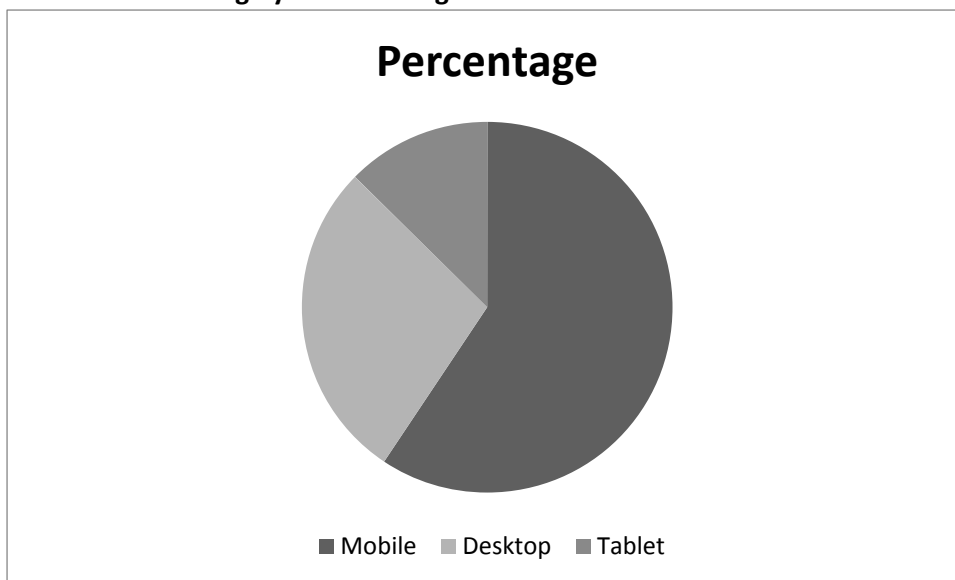


Page View: A single view of a single web page from an individual visitor to our site.

Unique Visitor: Unique IP (web) address to identify our viewers.

Visitor Sessions: The number of times a unique visitor returns to view the site after leaving for more than 20mins.

3.2 – Web Browsing by Device Categories



Device Category	Percentage
Mobile	59.36%
Desktop	28.0255%
Tablet	12.62%

3.3 - Top 10 Search Terms – these are the most common terms entered into the Search Bar on the home page:

school holidays
bin collection
schools
council tax
planning
school closures
roads
bin collections
refuse collection
parking

3.4 - Top 10 Pages Visited

/tourism-and-visitor-attractions/victoria-tower-webcam
/advice-and-benefits/winter
/education-and-learning/schools/schools-holidays
/education-and-learning/schools
/council-and-government/contact-us
/environment/recycling-and-waste-services
/environment/recycling-and-waste-services/when-are-my-bins-collected
/petitions/view/Save-Lamont-Pier--Port-Glasgow74/75
/environment/recycling-and-waste-services/recycling-centres
/pay-it-online
/tourism-and-visitor-attractions/victoria-tower-webcam
/advice-and-benefits/winter
/education-and-learning/schools/schools-holidays
/education-and-learning/schools
/council-and-government/contact-us
/environment/recycling-and-waste-services
/environment/recycling-and-waste-services/when-are-my-bins-collected
/petitions/view/Save-Lamont-Pier--Port-Glasgow74/75
/environment/recycling-and-waste-services/recycling-centres

Section 4 – Digital Investment Update

4.1 – Project Outline

Currently the Council offer a range of services online however most of these consist of one way “eforms” that simply generate an email to Customer Service Centre (CSC) who then need to re-key the information in to the Customer Relationship Management (CRM) system and allocate to the appropriate back office service.

Officers have been in discussions with representatives from Verint (CRM system providers), Civica (payment system providers), Cadcorp (mapping system providers) and Kirona (booking system providers) in order to discuss the feasibility of all parties working together to enhance the Council’s digital services offering and provide customers, and staff, with fully joined up end-to-end digital services.

Discussions have been positive and the business case that was prepared and approved by Committee presents a strong rationale for the Council to work in conjunction with these third parties to develop a suite of digital services that will work cross platform (on multiple device types) for both staff and customers. Skills transfer would form a major part of this project and should leave the Council better positioned to further develop services in the future within current resources.

A one off investment of £145,000 to upgrade Kana and implement full integration with other existing Council Systems. This includes an upgrade to Civica payments (£36,000) that is required in anticipation of the withdrawal of the current Civica Web Pay service. The budget is from the existing Digital Access EMR.

4.2 – Statement of Works

A statement of works has been agreed with Verint that will provide the following services:

Installation of:

- Verint Online Forms, Process Management, Customer Portal Essentials.
- Verint Online Forms Skills Transfer
- Integration of Customer Portal Essentials with MyGov.Scot My Account

Integrations to the following systems:

- Kirona Bookings
- CadCorp GIS
- Civica Payments (eStore, Paylink)

Skills Transfer will be delivered covering the following areas:

- Verint Online Forms Technical Overview, types of User and Use Cases
- Forms Designer & example Forms from Process Library
- Demo of Form journey from start to case creation in Lagan.
- Using the app: New Form creation step by step
- Data flow & Lagan integration

Report To:	Policy & Resources Committee	Date:	22 May 2018
Report By:	Chief Financial Officer	Report No:	FIN/54/18/AP/LA
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	Welfare Reforms Update		

1.0 PURPOSE

- 1.1 The purpose of this report to update the Committee on the impacts of the UK Government's Welfare Reforms.

2.0 SUMMARY

- 2.1 Since the last report there are 300 more UC claimants in Inverclyde, increasing the number on UC to 4648, Appendix 1. 32% had earnings included in the assessment of their claim at the point of the DWP data extract, compared with the national position of 38%.
- 2.2 Inverclyde Council surveyed Universal Credit claimants between 22 March and 12 April 2018. Initial analysis is included in section 6 of the report. The survey also asked about people's experience making their claim; how they are managing after a number of months being on UC and about their overall experience. This information will be analysed and reported after the summer recess.
- 2.3 The Scottish Welfare Fund expenditure exceeded core funding from the Scottish Government in 2017/18 by £101,000 (15%). The level of Crisis Grants paid (£260,000) was 37% greater than 2016/17. The amount awarded for Community Care Grants (£519,000) increased by 4.71%. Appendix 4 gives more detail of 2017/18 Scottish Welfare Fund payments, the reasons grants were awarded, the purpose of the payment and an overview of the age groups and household composition.
- 2.4 The Committee also requested more details on the impact on rent arrears of UC and how this was being managed by Registered Social Landlords. Some detail is included in the report whilst Appendix 5 provides detail at an RSL level in the agenda's private papers .

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the update on the roll out of Universal Credit, the out-turn for DHP/SWF in 2017/18 and the impact on rent arrears since the implementation of Universal Credit.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The Committee has requested that reports are presented to each meeting of the Policy & Resources Committee updating Members on the impact of Welfare Reforms and the response by the Council and partners in managing these at a local level.

5.0 UNIVERSAL CREDIT UPDATE

- 5.1 There has been a noticeable movement in Employment and Support Allowance claimants being assessed as being fit for work, many going on to claim UC. Since the last report there are 300 more UC claimants in Inverclyde, increasing the number on UC to 4648, Appendix 1. 32% had earnings included in the assessment of their claim at the point of the DWP data extract, compared with the national position of 38%. Earnings include the final pay received by those recently made unemployed and therefore this statistic does not necessarily reflect the level of those actively employed. Local services have however evidenced more people being able to take up and maintain part time hours and being better off on UC.
- 5.2 Inverclyde's Universal Credit claims will transfer from a Universal Credit Service Centre in Walsall to a Glasgow centre by the beginning of May 2018 and phone calls currently handled by a range of contact centres across the country will be centralised and handled by a Glasgow based centre under the same management as the service centre. The close proximity of both to Inverclyde will permit better communication with the Greenock Jobcentre and the Council's UC Operations Group. These changes will improve the service delivered to Inverclyde's UC claimants.
- 5.3 Access to suitable IT facilities is an essential requirement for UC claimants to report changes in their circumstances and maintain contact with their work coach as well as carrying out work search activity. An inventory of Council and Financial Inclusion Partners' IT facilities was recently carried out and preliminary results of a survey of UC claimants supports the view that there are sufficient facilities in place. This is further evidenced by the absence of benefit sanctions being imposed because of failure to respond to prompts and correspondence. Services continue to support UC claimants maintain their online accounts, again evidenced by the UC survey.
- 5.4 Since the last report, changes announced in the Westminster autumn 2017 budget have started to take effect. UC claimants can apply for the equivalent to 100% of their projected entitlement including housing costs, with repayment over 12 months. DWP has been asked to find out the level of uptake of the UC Advance. Since the middle of April 2018 housing costs have been removed from UC for homelessness service users and replaced by Housing Benefit. This will improve the income for the Homelessness Service and will minimise the pressure on the DHP budget.
- 5.5 A separate announcement was made amending UC regulations that will permit all 18-21 year olds access to help with housing costs. The implementation date is to be confirmed. The Scottish Government introduced a scheme administered through the Scottish Welfare Fund to support those who do not meet a DWP exception criterion and need help with housing costs, although this has not so far been called on in Inverclyde.

6.0 UNIVERSAL CREDIT SURVEY

- 6.1 Inverclyde Council surveyed Universal Credit claimants between 22 March and 12 April 2018. The purpose of the survey was to obtain customer insight to understand how people are managing with Universal Credit and to help prepare for future service provision when those with the most complex needs will be required to claim. The online survey was widely publicised through local media and by email directly to UC claimants. The link to the survey was provided to customer services, housing associations and advice agencies who were encouraged to help their service users complete it.
- 6.2 156 people completed the survey or completed it with the help of a support provider. More than 70% of respondents first claimed UC more than 6 months ago. 80% are managing their claim on

their own with 78% of respondents accessing their UC online account at home or wherever there is a Wi-Fi connection. 10% said they are helped by family and friends and the same number rely on services such as a housing association, library staff or workers at their local community centre. 16% use facilities in the Jobcentre and 17% use library facilities. 85% have received some level of help and of the 156 respondents 76 have been helped by Jobcentre Plus, 39 by Financial Fitness, 36 by Housing Associations, 29 by The Trust and 23 by Advice First.

- 6.3 31% of respondents had made a change to their claimant commitment however almost 28% of respondents did not know they are able to do this. 73% know to report changes in their health conditions with 39% of respondents having had a work capability assessment. 86% know where to find their UC statement but 14% do not know where in their UC account they can find the components of their UC payments. 16 respondents (10%) said they have their UC paid twice each month although 62% did not know this option was available. 30 respondents (19%) have the housing element paid directly to their landlord (not all UC claimants receive help with housing costs).
- 6.4 The survey went on to ask about people's experience making their claim; how they are managing after a number of months being on UC and about their overall experience. This information will be analysed and reported after the summer recess.

7.0 DISCRETIONARY HOUSING PAYMENTS/SCOTTISH WELFARE FUND

- 7.1 At 31 March 2018, DHP mitigates 99.1% of Housing Benefit claimants affected by the SSSC (Bedroom Tax). The DWP does not notify the Council of UC claimants affected by the reduction so efforts are made by other means to identify and support those eligible to apply. During 2017/18 £0.222million DHP was awarded to UC claimants. Appendix 2 shows total DHP expenditure on the SSSC was £0.978m and payment to those who need assistance with housing costs for other reasons was £0.262m. The return to Housing Benefits of Homelessness housing costs will ease the pressure on the DHP budget. Appendix 2.
- 7.2 SWF expenditure exceeded core funding from the Scottish Government in 2017/18 by £101,000 (15%). The level of Crisis Grants paid (£260,000) was 37% greater than 2016/17. The amount awarded for Community Care Grants (£519,000) increased by 4.71%. The overspend will be contained in extra resources allocated from the Council's own budgets. (Appendix 2).
- 7.3 Officers were asked by Members at the last Committee meeting to provide more information about Scottish Welfare Fund grant expenditure. Appendix 4 gives more detail of 2017/18 Scottish Welfare Fund payments, the reasons grants were awarded, the purpose of the payment and an overview of the age groups and household composition.

8.0 UNIVERSAL CREDIT & RENT ARREARS

- 8.1 Housing Associations took different approaches to Universal Credit and introduced structural and operational changes at different times. Some restructured with specialist staff managing rent and arrears collection and others retained arrangements to fit with wider organisational strategic aims where housing employees are generic and carry out a range of duties. Some changes were made as long ago as 2013 and others around the UCFS launch in 2016. No more than 2 additional employees were recruited specifically for UCFS.
- 8.2 System changes were introduced to track tenants UC claims going into payment and to monitor arrears repayment. One Housing Association has 3 systems, one to manage UC tenants and separate ones for HB claimants and those who do not receive help with rent. Another Housing Association maintains a record of each rent account balance when Universal Credit is claimed to assess the impact on arrears and to try and predict arrears levels going forward and has noticed an improvement as DWP processing and payment times improve.
- 8.3 Demands on Housing Associations include ensuring each of their tenants have declared their rent liability as part of their UC claim and automated processes in place under the Housing Benefit

scheme have been replaced with laborious administrative tasks. Handling tenants' enquiries can take considerably longer to resolve because, firstly, the tenant must give the DWP written consent on their online UC account before the DWP will release information to a housing officer and given the structure of UC being a single benefit for the whole household, enquiries are often complex.

- 8.4 Engagement with tenants has changed with early support being offered to ensure tenants get off to the right start with the help they need. As well as assistance being available in housing offices, there has been an increase in the use of mobile technology with housing officers using tablets in tenants' homes to help with UC issues including reporting changes of circumstances and rent increases. A Housing Association has introduced a laptop loan scheme for those who do not have their own device. UC support provision is featured heavily in written communications with tenants and another has messages about welfare benefit support on their telephony.
- 8.5 New arrears and legal action policies have been introduced since UCFS although Housing Associations do not differentiate the application of these between UC claimants and those who are not on the benefit. Internal arrears recovery procedures have either been updated or are in the process of being revised to include specific steps for managing tenants claiming UC with key focus on prevention and early intervention to avoid escalating arrears. Tenants are referred to tenancy support services before tenancy recovery proceedings begin.
- 8.6 Those who are in persistent arrears are taken through the arrears recovery procedure with court action being raised in line with their respective policies. Tenants are referred to social work and homeless services are notified when proceedings are raised. UC has not been cited by any association as being directly responsible for the eviction of a UC tenant. Appendix 5 contains more details and is contained within the confidential papers.
- 8.7 The DWP launched a Landlord Portal to ease elements of administration for social housing providers. The largest and those areas newest to UCFS have been provided with access. It is gradually being rolled out across the county however it is still to reach any of the Inverclyde Housing Associations and as yet there is no indication of Inverclyde's place on a roll out schedule.
- 8.8 Legislative changes announced at the Westminster autumn 2017 budget have been introduced to help to mitigate the effect on rent arrears when tenants first claim UC.
 - Seven "waiting days" at the start of the UC claim was abolished in February 2018 meaning claimants will be entitled to UC payments including help with housing costs from the first day of their claim rather than foregoing a week until entitlement begins.
 - Transition to UC Housing Payment is the payment of a further 2 weeks Housing Benefit at the beginning of the UC claim, meaning tenants who previously received Housing Benefit will from April 2018 have rent covered by both Housing Benefit and Universal Credit in respect of the first 2 weeks of their UC claim. Housing Benefit will be paid at the point it is due and UC will be paid for the same 2 week period when the UC claim is due to be paid and housing costs have been verified.
- 8.9 Assuming tenants use the payments to pay their rent; these measures will in many cases prevent significant arrears at the start of the UC claim. The additional 2 weeks Housing Benefit applies only to those with an active housing benefit claim. Furthermore, the changes do not apply to those who have already moved onto the new benefit and have been adversely affected by the previous policies. The arrears will remain and the housing associations will continue to manage their recovery.

9.0 IMPLICATIONS

9.1 Finance

The financial implications are as detailed within the report.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A					

9.2 Legal

There are no specific legal implications arising from this report.

9.3 Human Resources

There are no HR implications arising from this report.

9.4 Equalities

Has an Equality Impact Assessment been carried out?

Yes See attached appendix

No This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

9.5 Repopulation

Reacting positively to the on-going welfare reform changes will help retain people within Inverclyde and hence maintain population levels.

10.0 CONSULTATIONS

10.1 The Welfare Reform Board continues to meet discuss all welfare reform matters , including the matters raised in this report within a partnership forum.

11.0 LIST OF BACKGROUND PAPERS

11.1 None

Universal Credit - Inverclyde Council

	No. of UC claimants	% of UC claimants with earnings	No. of UC claimants with Council Tax Reduction	No. of UC claimants awarded SWF Crisis Grants
Feb-17	1466	27%	647	128
Mar-17	1960	28%	883	125
Apr-17	2576	31%	1019	118
May-17	2908	29%	1159	135
Jun-17	3169	29%	1256	134
Jul-17	3470	31%	1358	109
Aug-17	3582	31%	1498	119
Sep-17	3786	31%	1581	134
Oct-17	3899	32%	1763	109
Nov-17	4103	35%	1838	123
Dec-17	4266	35%	1863	88
Jan-18	4314	33%	1958	202
Feb-18	4515	30%	2153	160
Mar-18	4648	32%	2205	143

Notes

1. No. of UC claimants is the number of individuals in receipt of Universal Credit either individually or as part of a couple

Discretionary Housing Payments
Position 31.03.18

<u>1/ SSSC (Bedroom Tax)</u>		
Applications Approved	1747	95.26%
Applications Not Eligible/Refused	66	3.60%
Applications Being Assessed	21	1.15%
	<u>1834</u>	
	<u>£000</u>	
Paid to Date	978614	Note 1
2017/18 Budget	<u>975421</u>	
(Under)/Overspend	<u>3193</u>	
<u>2/ Other DHP Cases</u>		
	<u>£000</u>	
2017/18 Budget	164451	Note 2
less : Payments to 31/3/18	<u>261949</u>	Note 3
(Under)/Overspend	<u>97498</u>	

Notes

- 1/ Represents 99.08% of those households known to be affected by SSSC.
- 2/ Includes £40k from the Welfare Reform recurring budget
- 3/ Includes £20k Benefit Cap, £184k Temporary Accommodation

Finance Services
31/03/2018

Scottish Welfare Fund
31st March 2018

Calls Answered	10849		
Applications	5553		
Applications Granted	3668	66.05%	
Applications Refused	966	17.40%	Note 3
Applications Withdrawn	866	15.60%	
In Progress	53	0.95%	
Referrals to DWP	277		Note 2
	<u>Spend</u>	<u>Budget</u>	<u>Spend</u>
	<u>£000</u>	<u>£000</u>	<u>%</u>
Crisis Grant paid (2693)	259.5	318.2	81.55%
Community Care Grants paid (1015) (includes 40 applications paying both CCG & CG)	519.2	519.2	100.00%
	<u>778.7</u>	<u>837.4</u>	92.99%

Note 1 1st Tier Reviews waiting decision = 4
 1st Tier Review decisions = 58 (1.25%)
 1st Tier Reviews upheld in customer favour = 20 (34.48%)
 2nd Tier Reviews = 6 (as % of 1st tier decisions: 10.34%)
 2nd Tier Reviews upheld in customers favour = 4 (66.67%)

Note 5

Note 2 Referrals to DWP are the number of customers who are awaiting payment of a new claim for Universal Credit from DWP. In these circumstances an application can be made for a UC advance, which is repayable to the DWP.

Note 3 The most common reasons for refusal of claims are, applicants not meeting the eligibility criteria, not being in receipt of a qualifying benefit or incomplete evidence provided.

Note 4 Core Budget is £677,475 to which is added £100,000 allocation from the Welfare Reform recurring budget and a residual underspend from previous years of £60,000

Note 5 2 decisions based on additional information sourced by SPSO which was not available to Discretionary Payments Team at the point of the original application or 1st tier review stage.

Crisis Grants

2651 Crisis Grants were approved and of these 1574 were UC claimants

Who received the grants?

54% of Crisis Grants were paid to men and 46% to women. The majority of awards were made to working age people with the largest group being single people who received 1764 grants (67%), 382 of these were awarded to those aged 16-24 years; 114 grants (4%) were made to people aged over 60 years; and 90 awards were made to working age couples (4%).

709 grants (27%) were made to families, 573 being lone parents. Most families helped by a Crisis Grant were lone parents with one or two children (492); 33% of all families who received a grant had a child aged less than 4 years.

Why were grants made?

11 grants (0.41%) were made for living expenses or items where the need had arisen as a result of a disaster (fire, flood, gas leak/ explosion).

2640 grants (99.59%) were made because of an emergency for short term living expenses needed until the applicant's next income was due.

1084 grants (41%) were made because the applicant had exhausted their funds after paying for an unavoidable expense or because they mismanaged their money. 957 grants (36%) were paid to see applicants through a short period while they waited for the payment of a new benefit claim or perhaps due to an interruption in Tax Credit payments. 333 grants (12.61%) were awarded because the applicant had run out of money because they encountered an unexpected expense. 232 grants (9%) were made due to the applicant reporting lost or stolen money.

What costs were the grants intended for?

479 grants (15%) were made specifically for food (£27k); and 367 grants (12%) for gas/ electricity (£18k). General living expenses, which includes an element of food and fuel accounted for 2153 grants (69%) and amounted to £209k (81% of crisis grant expenditure).

Community Care Grants

Of the 931 Community Care Grants, 172 were "supported applications", applications made on behalf of the applicant by a family member or support service.

Who received the grants?

60% of grants were awarded to women and 40% to men. The majority of awards were made to working age people with the largest group being single people who received 499 grants (54%), 96 of these were awarded to those aged 16-24 years; 127 grants (14%) were made to people aged over 60 years; and 34 awards were made to working age couples (4%).

298 grants (32%) were made to families, 253 being lone parents. Most families helped by a Community Care Grant were lone parents with one child (49%); 31% of all families who received a grant had a child aged less than 4 years.

Why were grants made?

558 grants (60%) were made to enable individuals to maintain a settled home where there is a risk of needing to enter care. The majority were to help improve living conditions. 94 were made to avoid homelessness and 74 to help with a move to more suitable accommodation.

251 grants (27%) were made to maintain a settled home where an individual is facing exceptional pressures; 117 of which were to meet the needs of a child; 54 were to help those with significant problems with their accommodation; 33 following the breakdown of a relationship and 10 for families who were leaving temporary accommodation.

62 grants (7%) were made to enable individuals to establish or maintain home after being homeless or having an unsettled way of life.

45 grants (5%) were to enable individuals leaving prison and 14 (2%) were made to those leaving care to establish or maintain a settled home.

What items or costs were grants intended for?

Most expenditure was directed to pay for carpeting and flooring (£106k); beds and bedding, (£92k and £10k) the majority of which was for children; white goods and installations (£166k) and furniture and fittings (£35k)

AP/LA
19/4/18

Report To: Policy and Resources Committee **Date:** 22 May 2018
Report By: Grant McGovern, Head of Inclusive Education, Culture and Communities **Report No:** PR/14/18/KM
Contact Officer: Karen McCready, Corporate Policy Officer **Contact No:** 01475 712142
Subject: Corporate Services Performance Report 2017/18

1.0 PURPOSE

1.1 The purpose of this report is to update the Committee on the achievement of key objectives during 2017/18 by the Council's Corporate Services, as detailed in the Education, Communities and Organisational Development Corporate Directorate Improvement Plan (CDIP) 2016/19 and the Environment, Regeneration and Resources CDIP 2016/19. Details are provided in the Appendices.

Appendix 1
Appendix 2

1.2 The report focuses on improvement actions that sit within the following services: Finance and ICT; Legal and Property; Procurement; Corporate Policy; and Organisational Development, Human Resources and Communications.

2.0 SUMMARY

2.1 The Council's current Corporate Directorate Improvement Plans 2016/19 were approved in May 2016.

2.2 The CDIP is subject to an annual review and progress reports are submitted to every second meeting of the relevant Committee. This is the final progress report for 2017/18 on year two of the Improvement Plans. Full details of progress are provided in Appendix 1.

2.3 The CDIPs also contain a range of key performance indicators which provide an important measure of how our Corporate Services contribute to the Council's strategic aims. Performance information is gathered on a quarterly or annual basis, depending on the availability of the performance information and performance is reported to Committee at the appropriate time. Full year performance figures for 2017/18 are now available and these are provided in Appendix 2.

2.4 The current status of the CDIPs' improvement actions at the end of year two is:

Status	blue - complete	red - significant slippage	amber - slight slippage	green - on track
May 2018	9	-	1	13

2.5 As Members will be aware from the workshop held on 14 March 2018, a new Corporate Plan 2018/22 is being developed. To allow the new Corporate Plan and the CDIPs to be aligned, it is proposed that the year three refresh of the ECOD CDIP 2016/19 is postponed until after the

Summer 2018 recess. Additionally, the CDIPs will require to be amended to reflect the changes being made under the management restructure.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

- a. notes the progress made by the Council's Corporate Services during 2017/18 in delivering the year two improvement actions outlined in their respective CDIPs 2016/19; and
- b. agrees that the year three refresh of the ECOD CDIP 2016/19 be postponed until after the summer 2018 recess to allow the CDIP to be aligned with the Council's new Corporate Plan 2018/22 and changes to the management structure.

Grant McGovern
Head of Inclusive Education, Culture &
Communities

Scott Allan
Corporate Director
Environment, Regeneration and
Resources

4.0 BACKGROUND

- 4.1 Improving corporate and service performance is a key priority for Inverclyde Council. Information is regularly given to key stakeholders to allow them to evaluate and make informed judgements about performance and the achievement of key objectives.
- 4.2 CDIPs are a key component of the Council's Strategic Planning and Performance Management Framework. They are the principal vehicle for managing and delivering the strategic outcomes in the Council's Corporate Statement 2013/18, as well as our well-being outcomes; Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included (SHANARRI).
- 4.3 The Environment, Regeneration and Resources CDIP 2016/19 was approved by the Environment and Regeneration Committee on 28 April 2016.
- 4.4 The Education, Communities and Organisational Development CDIP 2016/19 was approved by the Education and Communities Committee on 3 May 2016.
- 4.5 Progress regarding delivery of these two CDIPs is reported to every second meeting of the relevant service Committee. These reports provide Members with a summary of progress with the CDIPs' implementation and aims to give Committee and officers the opportunity to make appropriate judgements on where performance across the Council is improving, good or starting to decline. Additionally, because the CDIPs include improvement actions that are of a corporate nature, a separate Corporate Services Performance Report is submitted to every second meeting of the Policy and Resources Committee.
- 4.6 This report focuses on improvement actions that sit within the following Services: Finance and ICT; Legal and Property; Procurement; Corporate Policy; and Organisational Development, Human Resources and Communications.
- 4.7 As detailed in Appendix 1, improvement actions have been allocated a 'BRAG' status:
blue - complete; red - significant slippage; amber - slight slippage; green - on track.
- 4.8 The CDIPs also contain key performance indicators, comprising statutory performance indicators and local performance indicators. These indicators provide an important measure of how our Corporate Services contribute to the Council's strategic aims. Information on indicators is gathered either quarterly or annually and performance is reported to Committee at the appropriate time. Full year performance figures for 2017/18 are now available and these are provided in Appendix 2.

Min. Ref.
E&R
Cttee
28.4.16

Min. Ref.
E&C
Cttee
3.5.16

5.0 YEAR TWO IMPROVEMENT PLAN - PROGRESS 2017/18

- 5.1 This is the final progress report on the CDIP year two improvement actions for Corporate Services. The current status of the improvement actions is:

Status	blue - complete	red – significant slippage	amber - slight slippage	green - on track
May 2018	9	-	1	13

Appendix 1 details the present status of the improvement actions, together with commentaries from the appropriate Service.

5.2 Improvement actions with a blue status – complete

A number of improvement actions are now complete, examples of which include:

Local Outcomes Improvement Plan

The new Inverclyde Outcomes Improvement Plan (IOIP) was approved by the Alliance Board at its meeting on 11 December 2017. The IOIP has one set of outcomes (the wellbeing outcomes) and 3 strategic priorities. A comprehensive Strategic Needs Assessment for Inverclyde has been developed and provides the evidence base for the IOIP.

Key Corporate Initiatives

The new Inverclyde Outcomes Improvement Plan includes reference to City Deal and was approved by the Alliance Board on 11 December 2017. A draft Corporate Plan 2018/22 has been developed and also includes reference to both City Deal and Shared Services.

Reserves

The review of reserves is now complete with write backs of £2.3 million agreed by the Council on 21 December 2017. Further decisions on the use of the Council's Reserves were taken in March 2018.

Disability Confident 2016/19

The Council achieved Level 3 (Disability Confident Leader) of the Disability Confident Accreditation Scheme in September 2017.

5.3 Improvement actions with green status – on track

Progress with a number of improvement actions is on track; examples of which include:

Corporate Workforce Planning and Development

Service workplans have been developed highlighting future workforce requirements and employee learning and development needs.

Revenues and Customer Services

Regular updates are provided to the Welfare Reform Project Board and reports to each Policy and Resources Committee. Universal Credit delivery is tracked with internal and external partners.

Service Accountancy

Budget monitoring has been carried out in line with the new process. The re-structure is nearing completion. Managers and Principals are continuing to discuss FMS system with budget holders and looking for improvements.

People and Organisational Development (OD) Strategy 2017/20

The induction programme is progressing satisfactorily. Performance appraisals are being monitored and are standing at a 94% completion rate. Succession planning is almost complete.

5.4 There is one action designated amber (slight slippage):

Measuring impact on outcomes

Measuring impact on outcomes has been raised at a national level and was the subject of a full day workshop at the Scottish Performance Management Forum. Progress in taking this further forward at present has slightly slipped due to a reduction in capacity within the Corporate Policy Team. Work is ongoing however to strengthen our approach to measuring outcomes. A new Corporate Plan for 2018/22 is being developed at the moment and the Plan will contain a range of performance measures that will help to demonstrate whether positive outcomes are being achieved. The Inverclyde Outcomes Improvement Plan has also been developed with a focus on how we measure impact on outcomes.

5.5 Performance Indicators – Annual performance 2017/18

Full year performance information is now available for all performance indicators. The targets for the year have been met or exceeded for the following:

- Council tax in year collection rate
- Speed of processing changes in circumstances to housing benefit
- Speed of processing new claims to housing benefit
- Speed of processing new claims for council tax reduction
- The percentage of invoices paid within 30 calendar days
- The percentage of Revenues and Benefits abandoned calls handled by the Customer Service Centre
- The percentage of general abandoned calls handled by the Customer Service Centre
- The percentage of performance appraisals carried out in the year

6.0 IMPLICATIONS

6.1 Financial implications - one-off costs:

Cost centre	Budget heading	Budget year	Proposed spend this report	Virement from	Other comments
n/a	n/a	n/a	n/a	n/a	n/a

Financial implications - annually recurring costs/(savings):

Cost centre	Budget heading	With effect from	Annual net impact	Virement from	Other comments
n/a	n/a	n/a	n/a	n/a	n/a

6.2 Human Resources: There are no direct human resources implications arising from this report.

6.3 Legal: There are no direct legal implications arising from this report.

6.4 Equalities: There are no direct equalities implications arising from this report.

6.5 Repopulation: Provision of Council services which are subject to close scrutiny with the aim of delivering continuous improvement for current and potential citizens of Inverclyde support the Council's aim of retaining and enhancing the area's population.

7.0 CONSULTATION

7.1 Updates on progress with the Corporate Services improvement actions included in the CDIPs have been provided by the respective lead officers.

8.0 BACKGROUND PAPERS

8.1 Environment, Regeneration and Resources CDIP 2016/19.

Education, Communities and Organisational Development CDIP 2016/19.

9.0 CONCLUSION

9.1 This is the final progress report on year two of the improvement actions that sit within Finance and ICT; Legal and Property; Procurement; Corporate Policy; and Organisational Development, Human Resources and Communications Services sections of the Environment, Regeneration and Resources CDIP 2016/19 and the Education, Communities and Organisational Development CDIP 2016/19. The report is presented for Members' consideration and approval. It is also recommended that the year three refresh of the ECOD CDIP 2016/19 is postponed until after the Summer 2018 recess to allow that document to be aligned with the Council's new Corporate Statement, a report on which will be submitted to the meeting of Inverclyde Council on 7 June 2018

Appendix One – Improvement Actions Progress Report

CORPORATE SERVICES PROGRESS REPORT 2017/18

Corporate Improvement Actions 2017/18

These improvement actions have implications for the whole Council or more than one Directorate

Corporate Improvement Actions 2017/18						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	LOIP Wellbeing Outcome
1.	<p><u>The Community Empowerment (Scotland) Act 2015</u></p> <p>The Council and the CPP are ready for the implementation of the Community Empowerment (Scotland) Act 2015, working with partners to deliver on the statutory requirements. Each element is in place across all Services.</p> <p>There are locality profiles and plans for the agreed localities across Inverclyde, mapping assets and issues, agreed with and led on by communities.</p> <p>Services/ CPP partners and</p>	<p>Respond to Scottish Government guidance</p> <p>Bring the Improving Data Analysis Group together to gather information around the agreed localities</p> <p>Facilitate improved community engagement in the development of Locality Plans and community planning through Wellbeing Clusters and the development of more robust community engagement methods, including the Place Standard</p> <p>Set up working groups to</p>	<p>●</p>	<p>green – on track</p>	<p>A Locality Planning Implementation Group, chaired by the Corporate Director HSCP, has been established to oversee the process of establishing locality planning. The group has responsibility for developing a proposed model for locality planning, overseeing community engagement and establishing Locality Partnerships. Data gathering for each of the localities has been carried out and shared with the HSCP.</p> <p>The next stage is to carry out community engagement about priorities for each locality.</p> <p>Guidance on Community Food Growing Strategy has not yet been published by the Scottish Government.</p> <p>A letter has been sent out to the Alliance Board members asking all partners to identify what resources and support</p>	<p>Responsible Included</p>

Appendix One – Improvement Actions Progress Report

Corporate Improvement Actions 2017/18						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	LOIP Wellbeing Outcome
	communities use these profiles to plan service delivery, targeting inequalities and working to reduce them	cover each element, for example, legal, environmental, community learning and development, property etc. Create a community food growing strategy. Through the Community Engagement Network, highlight to the Alliance Board the resources required to effectively deliver on community empowerment/ engagement and capacity building, and make recommendations to the Alliance Board.			partner organisations could provide to locality planning.	
2.	<u>Local Outcome Improvement Plan</u> Community engagement has taken place to help develop the new LOIP and to assess whether the current outcomes are	Carry out a strategic assessment to inform the new LOIP, including engagement with communities Use locality profiles to inform development of the	●	blue – complete	The new Inverclyde Outcomes Improvement Plan was approved by the Alliance Board at its meeting on 11 December 2017. The LOIP has one set of outcomes, the wellbeing outcomes and 3 strategic priorities. A comprehensive Strategic Needs	All LOIP Wellbeing Outcomes

Appendix One – Improvement Actions Progress Report

Corporate Improvement Actions 2017/18						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	LOIP Wellbeing Outcome
	<p>appropriate.</p> <p>New Local Outcome Improvement Plan (LOIP) agreed and being delivered.</p> <p>One set of outcomes is adopted by the Alliance and the Council.</p>	LOIP			<p>Assessment for Inverclyde has been developed and is appended to the LOIP. Work is underway to develop the Locality Plans.</p> <p>An analysis of the Our Place Our Future survey has been carried out at an Inverclyde and locality level. 1,310 people completed the survey which is a response rate of 1.7%. This is the highest number of respondents Inverclyde Alliance has had to an engagement process.</p>	
3.	<p><u>Corporate Workforce Planning and Development</u></p> <p>Continue to ensure workforce planning and development is integrated into CDIPs, risk registers and associated plans to address the key workforce challenges over the next 3 years and into the longer term.</p>	<p>Analysis of workforce data and learning needs with a coordinated approach to WP and L&D solutions.</p> <p>Including future workforce requirements.</p>	●	green – on track	Service workplans have been developed highlighting future workforce requirements and employee learning and development needs	Achieving Respected Included
4.	<p><u>Measuring impact on outcomes</u></p>	Working with experts and other performance	●	amber – slight	Discussions on how to demonstrate the impact on outcomes have taken place at	Achieving

Appendix One – Improvement Actions Progress Report

Corporate Improvement Actions 2017/18						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	LOIP Wellbeing Outcome
	Inverclyde Alliance and Inverclyde Council are better able to demonstrate impact on outcomes, at various levels across services and programmes.	management specialists, processes will be developed to better measure impact on outcomes.		slippage	<p>the Scottish Performance Management Forum, however due to reduced resources within the Corporate Policy Team there has been slight slippage in taking this work forward.</p> <p>A draft Corporate Plan has been developed and includes a number of performance measures to support each strategic priority to make it easier to assess the services being delivered by the Council's services are resulting in improved outcomes.</p> <p>The Inverclyde Outcomes Improvement Plan has also been developed with a focus on how we measure impact on outcomes.</p>	
5.	<p><u>Key Corporate Initiatives</u></p> <p>Key corporate initiatives are reflected in updated corporate documents, included as part of the review of the Strategic Planning and Performance Management Framework.</p>	When drafting the new LOIP and Corporate Statement, references to City Deal and shared services will be made.	●	blue – complete	<p>The new Inverclyde Outcomes Improvement Plan includes reference to City Deal and was approved by the Alliance Board on 11 December 2017.</p> <p>A new draft Corporate Plan has been developed and includes reference to both City Deal and shared services.</p>	Achieving
6.	<u>Change Management</u>	3 Change Management Directorate Groups are	●	green – on track	Change Management Groups within Directorates are now fully	Achieving

Appendix One – Improvement Actions Progress Report

Corporate Improvement Actions 2017/18						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	LOIP Wellbeing Outcome
	Services have been reviewed and where appropriate redesigned to ensure they are fit for purpose, meet customer's needs and are efficient.	<p>established to review progress on all change projects on a monthly basis. The Group will be chaired by the Corporate Director and consist of the DMT plus Finance & HR support.</p> <p>Heads of Service will be accountable for promoting change management projects and taking necessary action to ensure timeous delivery. Progress reports using a RAG status will be submitted bimonthly to the Corporate Management Team.</p> <p>Once the Change Management Programme is adopted by the new Council, in the summer of 2017, regular updates will be presented to the Policy & Resources Committee.</p>			operational. Meetings are minuted and all projects are tracked in detail with respect to progress and outcomes. A standard reporting template has been developed for service reviews to ensure corporate consistency and adherence to timescales on longer change projects. Progress from Directorate groups is reported to the CMT.	
7.	<u>Revenue Budget Savings</u>	Officer savings proposals ready for August 2017.	●	blue – complete	The Council approved the 2018/19 Revenue Budget with no use of	Achieving Responsible

Appendix One – Improvement Actions Progress Report

Corporate Improvement Actions 2017/18						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	LOIP Wellbeing Outcome
	Balanced revenue budget 2018/20 which reflects Council priorities	Extensive consultation exercise late 2017. Engagement with TUs and partners during process			Reserves. Members received detailed information on the Public Consultation prior to arriving at the finalised Budget.	
8.	<u>Digital Strategy</u> New Strategy Approved and being progressed.	2017/20 Strategy approved by Committee – June 2017 Updates on progress to every 2nd Committee	●	blue – complete	The Digital Strategy 2017 – 2020 was approved at P&R Committee on 20th June 2017. Initial actions identified and reporting schedule established.	Included
9.	<u>ICT Strategy</u> New ICT Strategy Approved and being progressed.	2017/20 ICT Strategy approved by Committee – June 2017	●	blue – complete	The ICT Strategy 2017 – 2020 was approved at P&R Committee on 20th June 2017. Initial actions identified and reporting schedule established.	Achieving
10.	<u>Procurement Strategy</u> PCIP has replaced PCA. The previous score was 62% which placed the Council on an equal footing with peers. A similar or better performance in PCIP would represent success.	The Procurement Strategy sets out goals and timescales	●	green – on track	The PCIP score was 66% in 2017 which demonstrates continuing procurement improvement.	Achieving
11.	<u>Reserves</u> A full review of earmarked reserves has been	Members' Budget Working Group will undertake review in September to December	●	blue – complete	This is now complete. A review has been undertaken and with write back of £2.3 million agreed by the Council on 21 December 2017.	Responsible

Appendix One – Improvement Actions Progress Report

Corporate Improvement Actions 2017/18						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	LOIP Wellbeing Outcome
	undertaken and reflects the Council's medium term financial priorities and challenges.	2017 and any decisions will be taken in February 2018 as part of the budget.			Further decisions on the use of the Council's Reserves were taken in March 2018.	

Appendix One – Improvement Actions Progress Report

Service Improvement Actions 2017/18

These improvement actions will be implemented by individual Council Services

Service Improvement Actions 2017/18 Finance and ICT						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	SOA and Wellbeing Outcome
1.	<p><u>Service Accountancy</u></p> <p>Increase value added professional support to services, improve the budget management by budget holders whilst managing a reduction in Accountancy resources</p>	<p>Implement approved restructure</p> <p>Support existing employees through professional training</p> <p>Improve systems and associated management information.</p> <p>Improve budget holder knowledge and increase self-reliance.</p> <p>Continue to participate in Apprenticeship Programme.</p>	●	green - on track	<p>Budget monitoring has been carried out in line with the new process. A restructure is nearing completion. Managers and Principals continuing to discuss FMS system with budget holders and looking for improvements. A survey monkey survey has been carried out with budget holders and the results to be analysed and presented at Finance Development Day.</p>	Responsible
2.	<p><u>Revenues and Customer Services</u></p> <p>Manage the transition from Housing Benefit to Universal Credit (UC) and other Welfare Reform Issues, key areas being:</p>	<p>Ongoing liaison with DWP/RCH to manage change in caseload.</p> <p>Ongoing review of impact on Benefits/CSC workload.</p>	●	green – on track	<p>Regular updates are provided to the Welfare Reform Project Board and reports to each Policy and Resources committee. Universal Credit delivery is tracked with internal and external partners. Work force planning - selective</p>	Achieving Nurtured

Appendix One – Improvement Actions Progress Report

Service Improvement Actions 2017/18 Finance and ICT						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	SOA and Wellbeing Outcome
	<p>Manage the digitalisation and subsequent roll out of Universal Credit</p> <p>Work force planning Financial implications both in terms of reduction in subsidy, cost of staff resource with reducing caseload and demand for SWF/DHP</p>				<p>recruitment of vacant posts. Demand on SWF expenditure exceeding Scottish Government allocation, contained within WR recurring budget and carry forward from previous years.</p>	
3.	<p><u>Customer Interactions</u></p> <p>Move customers away from traditional costly channels of communication to digital channels</p>	<p>Ongoing development of alternative channels supported by CSC encouraging channel shift. Development of e-invoicing</p>	●	green – on track	<p>Channel shift continues to be a priority and the following are all on track and monitored through the Digital Access Group</p> <ul style="list-style-type: none"> - Work with suppliers to fully enable the ability of customers to book and pay for calendared and transactional services such bulky uplifts. - Enhance the range of services available via Web Self-service, including integration of MyAccount authentication which would allow one secure sign in. 	Included

Appendix One – Improvement Actions Progress Report

Service Improvement Actions 2017/18 Finance and ICT						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	SOA and Wellbeing Outcome
					- Review and revise the range of services available via the Inverclyde Online smartphone 'app'.	

Appendix One – Improvement Actions Progress Report

Service Improvement Actions 2017/18 Legal and Property						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	SOA and Wellbeing Outcome
1.	<p><u>Post-project evaluation</u></p> <p>Implemented Post-Project Implementation process for completed projects which allows us to identify benefits realisation and incorporate learning into new projects going forward.</p>	<p>The post-project evaluation (PPE) team will follow a simple questionnaire led approach. Response rate will require to be monitored in the early stages of implementation. Officer time will be required in connection with the Client/Technical Lead role in collating the report.</p>	●	green - on track	<p>Post-project Delivery Team Reviews and Post Occupancy Evaluations have been initiated for majority of completed projects over £1m.</p>	Responsible
2.	<p><u>PAMIS and REVIT</u></p> <p>The service is able to share information on key activities.</p> <p>The service is able to hold information on a central system which can be accessed by all users across the network.</p> <p>More meaningful information is available on spend across budgets.</p>	<p>Meeting to be held between Property Services and Technical Services to discuss the requirements of the CAD module.</p> <p>REVIT – adequate storage space requires to be made available. Discuss storage requirements with ICT.</p> <p>Review FMS to implement reports which can better interrogate where Central Repairs Allocation is being spent.</p>	●	green - on track	<p>New Drive now operational. New Drive to be adapted to accommodate future use of the CAD information. Further investigation of options within PAMIS being explored. Officers have visited neighbouring authority to view systems in operation.</p>	Responsible

Appendix One – Improvement Actions Progress Report

Service Improvement Actions 2017/18 Procurement						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	SOA and Wellbeing Outcome
1.	<p><u>SME and Local Supplier engagement in procurement activity</u></p> <p>Policy required on inviting SME and local suppliers to bid for quotes and encourages engagement on tendering.</p>	<p>On-going monitoring of the success in inviting SME and local supplier to bid for quotes and the numbers who seek the assistance of Supplier Development Programme</p>	●	green – on track	<p>Regular reports to the Procurement Board have demonstrated the success of an initiative to increase the number of local suppliers asked to bid for our quotations. The Supplier Development Programme continues to work with us on assisting local suppliers.</p>	Included

Appendix One – Improvement Actions Progress Report

Service Improvement Actions 2017/18 Organisational Development, Human Resources and Communications						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	SOA and Wellbeing Outcome
1.	<p><u>Corporate Identity, Branding & Messaging</u></p> <p>A new overarching guide to how the council presents itself visually through printed, online and individual communications.</p>	<p>Conduct a thorough review of the council's corporate identity, branding and messaging</p> <p>Create a new 'how we present ourselves' protocol which includes corporate identity, customer service, messaging and branding guidance.</p>	●	green – on track	Corporate Communications are reviewing the council's corporate identity, this will be presented to the CMT when complete.	Achieving
2.	<p><u>Succession Planning</u></p> <p>Develop and Implement a Succession Planning programme for the Council.</p>	Develop and Introduce Succession Planning programme in consultation with key stakeholders	●	blue – complete	All plans are complete	Responsible
3.	<p><u>Health and Safety Training</u></p> <p>Develop and Implement an integrated Health and Safety training Programme based on the learning needs of the workforce.</p>	Undertake an assessment of training needs in the area of Health and Safety and develop and implement an integrated health and safety training programme to address identified needs	●	blue – complete	IOSH training has been carried out and two new courses have been added to the catalogue, Asbestos Awareness and Contractor Management. Training will be carried out as an ongoing programme of works.	Safe
4.	<p><u>Disability Confident 2016/19</u></p>	A range of measures will require to be developed and	●	blue – complete	Level 3 was achieved in September 2017	Included

Appendix One – Improvement Actions Progress Report

Service Improvement Actions 2017/18 Organisational Development, Human Resources and Communications						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	SOA and Wellbeing Outcome
	Achieve level 3 (Disability Confident Leader) of the Disability Confident Accreditation Scheme.	implemented in consultation with stakeholders which will support the Council's application for level 3 Accreditation				

Appendix One – Improvement Actions Progress Report

Capital Projects Improvement Actions 2017/18

Capital Projects Improvement Actions 2017/18						
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018	SOA and Wellbeing Outcome
1.	<u>School Estates Management Plan (SEMP)</u> Fully refurbished school estate to high quality, modern standards	SEMP investment is fully approved and capacity will be provided by Legal and Property Services with external Hub construction projects where required. Delivery by 2020.	●	green – on track	Regular reports are presented to Committee on the School Estate Management Plan's progress. This is ongoing until 2020	Safe

Appendix One – Improvement Actions Progress Report

Corporate Governance Improvement Actions 2017/18

These improvement actions relate to corporate governance responsibilities

Corporate Governance Improvement Actions 2017/18						
	Where do we want to be?	How will we get there?	Status February 2018		Commentary February 2018	SOA and Wellbeing Outcome
1.	<p><u>People and Organisational Development (OD) Strategy 2017/20</u></p> <p>All employees undertake corporate induction training.</p> <p>Continue to ensure Performance Appraisals carried out (KPI 90%).</p> <p>Succession planning becomes an embedded process within services</p>	Through the delivery of the People and Organisational Development Strategy	●	green – on track	The induction programme is progressing in a satisfactory manner. Performance appraisals are being monitored and are standing at a 94% completion rate. A succession planning programme has been implemented.	Responsible

Appendix Two – Performance Indicators

CORPORATE SERVICES PROGRESS REPORT

PERFORMANCE INDICATORS

The Council's key performance indicators help demonstrate performance in terms of strategic and operational objectives. These indicators include statutory performance indicators and local performance indicators.

Full year figures for 2016/17 and 2017/18 are shown below.

Key performance measure	Performance 2016/17	Performance 2017/18	Target 2017/18	Commentary
Council Tax: in-year collection level	95.3%	95.5%	95.3%	Performance is better than target
Speed of Benefits processing <ul style="list-style-type: none"> Changes in circumstances to housing benefit 	4.2 days	3.74 days	5 days	Performance is better than target
Speed of benefits processing <ul style="list-style-type: none"> new claims to Housing Benefit 	26.7 days	17 days	23 days	Performance is better than target
Speed of benefits processing <ul style="list-style-type: none"> new claims for Council Tax reduction 	29 days	30 days	36 days	Performance is better than target.
Creditor payments: number of invoices paid within 30 calendar days of receipt as a % of all invoices paid	96.6%	97.13%	96.5%	Performance is better than target.
Customer Service Centre – abandoned calls <ul style="list-style-type: none"> Revenues and Benefits 	23%	25%	25%	The target has been achieved for both indicators

Appendix Two – Performance Indicators

Key performance measure	Performance 2016/17	Performance 2017/18	Target 2017/18	Commentary
<ul style="list-style-type: none"> General 	7%	7%	7%	
Performance appraisals: the % of performance appraisals completed	93%	94% (still being finalised)	90%	The target was achieved in 2016/17. Returns are still being collated and may be higher than the 94% reported.

An ICT Services Performance Update Report is prepared for every second meeting of the Policy and Resources Committee.

Report To: Policy and Resources Committee **Date:** 22 May 2018

Report By: Grant McGovern
Head of Inclusive Education, Culture and Communities **Report No:** PR/15/18/KMcC

Contact Officer: Karen McCready, Corporate Policy Officer **Contact No:** 01475 712146

Subject: Annual Corporate Performance Report 2017/18

1.0 PURPOSE

1.1 The purpose of this report is to update the Committee on the achievement of the Council’s wellbeing outcomes through the delivery of the improvement actions over the course of 2017/18, as detailed in the Education, Communities and Organisational Development Corporate Directorate Improvement Plan 2016/19 and the Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2016/19. The progress is listed under each of the wellbeing outcomes.

2.0 SUMMARY

2.1 This is the second annual Corporate Performance Report and provides details of the progress made in delivering the year two improvement actions (2017/18) in the two Corporate Directorate Improvement Plans (CDIPs). Details are provided in Appendix 1 and 2.

2.2 The current status of the collective CDIP improvement actions is:

	Blue	Green	Amber	Red
Safe	1	3	1	-
Healthy	-	3	-	-
Achieving	6	16	2	-
Nurtured	-	3	-	-
Active	1	-	-	-
Respected and Responsible	4	10	2	-
Included	2	6	-	-
TOTAL	14	41	5	-

2.3 23% of improvement actions from the year two improvement plans have been completed over the last year, 68% remain on track and 8% have slight slippage in delivery. There are no improvement actions with significant slippage (red).

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee:
- a. Notes the performance information outlined in this report; and
 - b. Agrees that this report be published on the Council’s website as part of the Council’s commitment to public performance reporting.

Grant McGovern
Head of Inclusive Education, Culture and Communities

4.0 BACKGROUND

- 4.1 Improving corporate and service performance is a key priority for Inverclyde Council. Information is given to key stakeholders to allow them to evaluate and make informed judgements about performance and the achievement of key objectives.
- 4.2 The new CDIPs for 2016/19 were approved in May 2016 and progress reports are provided to every second meeting of the relevant service Committee.
- 4.3 This report provides Members with information on the overall implementation of the year two improvement actions (2017/18) in the CDIPs. The purpose of this is to give the Committee and Officers the opportunity to make appropriate judgements on the progress made in the delivery of wellbeing outcomes contained in the Corporate Statement 2013/18. The information has been extracted from the CDIP progress reports which were presented to the Environment and Regeneration Committee, the Education and Communities Committee and the Policy and Resources Committee over the course of the current committee cycle.
- 4.4 As detailed in Appendix 1, improvement actions have been allocated a 'BRAG' status:
blue - complete; red - significant slippage; amber - slight slippage; green - on track.
- 4.5 Appendix 2 of the report contains information on the key performance indicators, comprising statutory performance indicators and local performance indicators. These indicators provide an important measure of how Directorates contribute to the Council's strategic aims. Full year figures are provided for 2015/16, 2016/17 and 2017/18, together with targets for 2018/19 where available.
- 4.6 Performance information for the Health and Social Care Partnership is reported separately to Members, to the Inverclyde Integration Joint Board and the Health and Social Care Committee.

5.0 PROGRESS

- 5.1 The status at the end of year two of the CDIP improvement plans is as follows:

	Blue	Green	Amber	Red
Safe	1	3	1	-
Healthy	-	3	-	-
Achieving	6	16	2	-
Nurtured	-	3	-	-
Active	1	-	-	-
Respected and Responsible	4	10	2	-
Included	2	6	-	-
TOTAL	14	41	5	-

- 5.2 Examples of the progress that has been made in the delivery of the CDIP improvement actions in 2017/18 include:

5.2.1 Safe

- The Community Safety Partnership-based MATAAC has developed an Action Plan and Process Map to ensure a focussed and co-ordinated approach to the safety and anti-social behaviour issues which are often associated with large-scale youth gatherings. The Action Plan and Process Map are now active.
- The new 5 year RAMP (2018/2023) commenced in March 2018 and includes detailed design and project management covering carriageways, footways, lighting and structures.

5.2.2 Healthy

- Scottish Government funding of £1,225,259 was awarded in 2017/18 for home energy efficiency initiatives. Additional funding of £75,000 and £50,000 was also awarded, bringing the total amount to £1,350,259. As a result of this funding, 172 privately-owned houses have been identified for energy efficient measures as part of collaborated programmes.
- A significant amount of work has been carried out in relation to tobacco control. Business advice visits were carried out to all Inverclyde premises selling NVPs which are registered by the Scottish Government. A number of test purchases have been undertaken to check compliance with the legislation preventing the sale of these products to under 18's. This area of work is a high priority for 2018/19, with more test purchasing planned. The post-implementation survey is underway and should be completed by mid-Summer 2018.

5.2.3 Achieving

- A new Inverclyde Outcomes Improvement Plan (IOIP) 2017/22 has been developed and approved by the Alliance Board. The IOIP has one set of outcomes (the wellbeing outcomes) and 3 strategic partnership priorities. A comprehensive Strategic Needs Assessment for Inverclyde has also been developed.
- The Council approved the 2018/19 Revenue Budget with no use of Reserves.
- The work in relation to the Scottish Attainment Challenge continues to be well received.
- There have been continuing developments around the senior phase and priority STEM (science, technology, engineering and mathematics) activities have been delivered. The Skills Framework has been rolled out to all establishments and career events have been supported. The Developing Young Workforce Regional Group and West College Scotland are in discussion with the Council regarding new developments.

5.2.4 Nurtured

- Following last year's very positive Joint Inspection of Services for Children and Young people in Inverclyde, the Education and Communities Committee approved the development of a plan to address the areas of improvement outlined in the Inspection Report and agreed that it be submitted to the Care Inspectorate, as appropriate.
- A conference took place in September 2017 to develop Autism Friendly Schools and support schools and partnership planning. Partnership working has also been carried out with additional support needs / Strathclyde University on early years and primary transitions.
- The Early Years Expansion Plan was submitted to the Scottish Government on 2 March 2018. Three early phase projects are underway and the initial evaluation is positive. A detailed Workforce Plan has been developed to ensure appropriate numbers of quality staff are in place to support the Expansion Plan.

5.2.5 Active

- The Rankin Park Mountain Bike Hub programme was reviewed as part of the Council's budget setting processes and it has been agreed not to progress further at this stage.

5.2.6 Respected and Responsible

- A review of Reserves has been undertaken with write backs of £2.3 million agreed by the Council on 21 December 2017.
- The School Estate Management Plan is progressing well with regular updates provided to the Education and Communities Committee and to the School Estate Programme Board.
- Cyber safety and drugs inputs continue to be delivered by CLD staff to young people. The Attainment Challenge and Senior Phase groups have made excellent progress and are on course to achieve over 120 Awards between them. Plans are in place to increase engagement with our hardest to reach young people over the summer 2018.

5.2.7 Included

- The Council achieved Level 3 (Disability Confident Leader) of the Disability Confident Accreditation Scheme in September 2017.
- The ICT Digital Strategy 2017-20 was approved on 20 June 2017 by the Policy and Resources Committee.
- The school online payment roll-out is progressing well.

5.3 The five improvement actions which have amber status (slight slippage) are:

- Measuring impact on outcomes

Measuring impact on outcomes has been raised at a national level and was the subject of a full day workshop at the Scottish Performance Management Forum. Progress in taking this further forward at present has slightly slipped due to a reduction in capacity within the Corporate Policy Team. Work is ongoing however to strengthen our approach to measuring outcomes. A new Corporate Plan for 2018/22 is being developed at the moment and the Plan will contain a range of performance measures that will help to demonstrate whether positive outcomes are being achieved. The Inverclyde Outcomes Improvement Plan has also been developed with a focus on how we measure impact on outcomes.

- Roads (flooding)

There is a continuation of prioritised projects, as detailed to the Committee in respect of the Central Greenock Schemes, and the Local Flood Risk Management Plan Schemes. There is also ongoing detailed design, procurement and appointment of contractors in order to progress this programme.

- Developing Inverclyde's Young Workforce

The Youth Employment Action Plan requires to be updated with the details of the commissioned programmes for the 2018/19 financial year. The newly-published School Leaver Destination Results show a reduction for Inverclyde; and we now fall below the national average.

- Burials

Further site investigations are still ongoing and no site has been identified for development. There are further locations within Inverclyde being investigated for suitability and the Council is entering into dialogue with SEPA.

- Volunteering Strategy and Action Plan

A number of meetings have taken place with the Third Sector to work together to develop and design a local Volunteering Strategy and Action Plan in order to progress this action.

- 5.4 Appendix 1 provides details of the current status of the improvement actions, together with a commentary from the appropriate Council Service.
- 5.5 Appendix 2 provides performance indicator information for the previous three financial years.

6.0 IMPLICATIONS

- 6.1 Financial Implications - one-off costs:

Cost centre	Budget heading	Budget year	Proposed spend this report	Virement from	Other comments
n/a	n/a	n/a	n/a	n/a	n/a

Financial implications - annually recurring costs/(savings):

Cost centre	Budget heading	With effect from	Annual net impact	Virement from	Other comments
n/a	n/a	n/a	n/a	n/a	n/a

- 6.2 Human Resources: There are no direct human resources implications arising from this report.
- 6.3 Legal: There are no direct legal implications arising from this report.
- 6.4 Equalities: There are no direct equalities implications arising from this report.
- 6.5 Repopulation: Provision of Council services which are subject to close scrutiny with the aim of delivering continuous improvement for current and potential citizens of Inverclyde support the Council's aim of retaining and enhancing the area's population.

7.0 CONSULTATION

- 7.1 Updates on progress with the CDIPs' implementation have been provided by the lead officer of each improvement action.

8.0 CONCLUSION

- 8.1 This annual progress report on the delivery of the Wellbeing Outcomes through the Council's CDIP improvement actions is presented for Members' approval with the recommendation that the report forms part of the Council's public performance reporting.

9.0 LIST OF BACKGROUND PAPERS

- 9.1 Education, Communities and Organisational Development CDIP 2016/19
- Environment, Regeneration and Resources CDIP 2016/19

Appendix One – All Improvement Actions by Wellbeing Outcome

SAFE					
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
1.	<p><u>Health and Safety Training</u></p> <p>Develop and Implement an integrated Health and Safety training Programme based on the learning needs of the workforce.</p>	<p>Undertake an assessment of training needs in the area of Health and Safety and develop and implement an integrated health and safety training programme to address identified needs</p>	●	blue – complete	<p>IOSH training has been carried out and two new courses have been added to the catalogue, Asbestos Awareness and Contractor Management. Training will be carried out as an ongoing programme of works.</p>
2.	<p><u>School Estates Management Plan (SEMP)</u></p> <p>Fully refurbished school estate to high quality, modern standards</p>	<p>SEMP investment is fully approved and capacity will be provided by Legal and Property Services with external Hub construction projects where required. Delivery by 2020.</p>	●	green – on track	<p>Regular reports are presented to Committee on the School Estate Management Plan's progress. This is ongoing until 2020</p>
3.	<p><u>Large scale, informal youth gatherings</u></p> <p>Clear processes, roles and responsibilities in place across partner organisations including the Council, Police and Fire and Rescue.</p>	<p>Multi-agency Tasking and Co-ordinating (MATAC) partners identified and meetings held.</p> <p>Cross-organisation MATAC action plan developed for 1st Quarter 2017/18.</p> <p>Action plan operating on a rolling review.</p> <p>The CSP Co-ordinating Group meets 8 weekly to oversee progress of CSP & MATAC action plans.</p>	●	green – on track	<p>The Community Safety Partnership-based MATAC has developed an Action Plan and Process Map to ensure a focussed and co-ordinated approach to the safety and anti-social behaviour issues which are often associated with large-scale youth gatherings. The Action Plan and Process Map was revised with Partners in March 2018 and is now active. There will be</p>

Appendix One

SAFE					
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
		Upskill parents and young people of the potential risks and dangers involved by delivering a range of educational inputs.			an early focus on addressing ticketless travel to specific locations associated with large-scale youth gatherings, with joint initiatives by Scotrail-Abellio, the British Transport Police, Inverclyde Council's Social Protection Team and Police Scotland scheduled for delivery over 4 weekends in April/May 2018. Further initiatives will be scheduled later in the year and/or in response to developing events. Security works have been undertaken to buildings at one site of the gatherings to ensure the safety of young people, reduce the impact of anti-social behaviour on surrounding neighbourhoods, provide public reassurance and preserve the historical site for the interest of others. As part of the Community Safety Strategic Assessment, the need for a Fire Safety MATAC has

Appendix One

SAFE					
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
					been identified and this will include a focus on the prevention of secondary fires in relation to youth gatherings. Public communication forms a core part of the Action Plan, delivering awareness-raising and public reassurance. A meeting with Corporate Communications and Partner Services is to be held to agree the detail and launch of this particular element of the Action Plan. As large-scale youth gatherings are largely a fluid and dynamic situation which has no clear precedent in Inverclyde or any other local authority area, the Action Plan and Process Map are under constant review to ensure that they are fit for purpose.
4.	Roads (RAMP) Continue to deliver RAMP/Capital Programme for 2017/18.	Further Projects to be undertaken in 2017/18 using RAMP/Capital-Programme. Programme for 2017/18 has been detailed covering specific	●	green – on track	Commence new 5 year RAMP 2018/2023 in March 2018 which includes detailed design and project

Appendix One

SAFE					
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
		and cost of Carriageways, footways, lighting structures, fees and staffing costs along with Core funding for Traffic Measures and details on Cycling Walking and Safer streets.			management covering Carriageways, Footways, Lighting and Structures. Completion of first 5 year RAMP by end of March 2018.
5.	<u>Roads (Flooding)</u> Continuation of prioritised projects as detailed to Committee in respect of the Central Greenock Schemes, and the Local Flood Risk Management Plan Schemes	Detailed costed project list has been identified and various contractors appointed to progress works.	●	amber – slight slippage	Continuation of prioritised projects as detailed to Committee in respect of the Central Greenock Schemes, and the Local Flood Risk Management Plan Schemes. Ongoing detailed design, procurement and appointment of contractors to progress programme.

Appendix One

HEALTHY				
	Where do we want to be?	How will we get there?	Status May 2018	Commentary May 2018
1.	<p><u>Home energy efficiency scheme</u></p> <p>Continue collaborative programmes.</p> <p>Scottish Government (SG) introducing “Scottish Energy Efficient Programmes” SEEPS to include commercial properties in collaborative programmes.</p>	<p>We will continue working on collaborative programmes to increase the number of properties that are energy efficient.</p> <p>Promote grant availability and improved energy efficiency to owners.</p> <p>Continue to target ‘difficult to treat’ houses for investment in collaboration with RSLs.</p> <p>Considering pilot programme for SEEPS funding.</p>	<p>● green – on track</p>	<p>2017/2018: The SG awarded funding for 2017/18 of £1,225,259, additional funding amounts of £75,000 and £50,000 were awarded, with the new total £1,350,259. From this funding, 172 privately-owned houses have been identified to be made energy efficient as part of collaborated programmes.</p> <p>2018/19: The SG is launching the route map of Scotland’s Energy Efficiency Programme (SEEP) in May 2018. SEEP will be a co-ordinated programme to improve the energy efficiency of homes and buildings in the commercial, public and industrial sectors. This will be a move into the transition phase of the Programme to streamline the approach to accessing local delivery programmes for HEEPS, the Able to Pay and Local Heat and Energy Efficiency Strategies. The SG has</p>

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HEALTHY					
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
					awarded funding of £1,249,023. It is anticipated that 152 privately-owned houses will be made energy efficient as part of collaborated programmes that a bid is currently being submitted for. A bid is also being submitted for the 'Able to Pay' scheme to deliver energy efficiency measures, through a third party, to the 'Able to Pay' market.
2.	<p><u>Tobacco control</u></p> <p>NVPs are controlled in accordance with new legislation, particularly with regard to under-age sales of these products.</p>	<p>Education and enforcement regarding the new rules relating to NVPs rolled out to all businesses in Inverclyde during 2017.</p>	●	green – on track	<p>A significant amount of work in this area was carried out last year which is evidenced in the statutory return submitted to the Scottish Government. We also carried out business advice visits to all Inverclyde premises selling NVPs which are registered by the Scottish Government. A number of test purchases have been undertaken to check compliance with the legislation preventing the sale of these products to under 18's. The addition to the Team of the Trading</p>

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HEALTHY					
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
					Standards Enforcement Officer has allowed us to improve significantly on previous years business advice provision and enforcement around NVP's. This area of work is a high priority for 2018/19, with more test purchasing planned. The post-implementation survey is underway and should be completed by mid-Summer 2018.
3	<p><u>Facilities management</u></p> <p>To promote and increase the level of uptake of the Free school meals provision</p>	Through monitoring and assessing the provision and promotion of the initiative to parents and children through each school.	●	green – on track	We want to maintain an average uptake of 70%. Currently Primary schools 82.8%, secondary 79% and additional support need schools 72%

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ACHIEVING				
	Where do we want to be?	How will we get there?	Status May 2018	Commentary May 2018
1.	<p><u>Local Outcome Improvement Plan</u></p> <p>Community engagement has taken place to help develop the new LOIP and to assess whether the current outcomes are appropriate.</p> <p>New Local Outcome Improvement Plan (LOIP) agreed and being delivered.</p> <p>One set of outcomes is adopted by the Alliance and the Council.</p>	<p>Carry out a strategic assessment to inform the new LOIP, including engagement with communities</p> <p>Use locality profiles to inform development of the LOIP.</p>	<p>● blue – complete</p>	<p>The new Inverclyde Outcomes Improvement Plan was approved by the Alliance Board at its meeting on 11 December 2017. The LOIP has one set of outcomes, the wellbeing outcomes and 3 strategic priorities.</p> <p>A comprehensive Strategic Needs Assessment for Inverclyde has been developed and is appended to the LOIP. Work is underway to develop the Locality Plans.</p> <p>An analysis of the Our Place Our Future survey has been carried out at an Inverclyde and locality level. 1,310 people completed the survey which is a response rate of 1.7%. This is the highest number of respondents Inverclyde Alliance has had to an engagement process.</p>
2.	<p><u>Corporate Workforce Planning and Development</u></p> <p>Continue to ensure workforce planning and development is integrated into CDIPs, risk</p>	<p>Analysis of workforce data and learning needs with a coordinated approach to WP and L&D solutions.</p>	<p>● green – on track</p>	<p>Service workplans have been developed highlighting future workforce requirements and employee learning and development needs</p>

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ACHIEVING					
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
	registers and associated plans to address the key workforce challenges over the next 3 years and into the longer term.	Including future workforce requirements.			
3.	<p><u>Measuring impact on outcomes</u></p> <p>Inverclyde Alliance and Inverclyde Council are better able to demonstrate impact on outcomes, at various levels across services and programmes.</p>	Working with experts and other performance management specialists, processes will be developed to better measure impact on outcomes.	●	amber – slight slippage	<p>Discussions on how to demonstrate the impact on outcomes have taken place at the Scottish Performance Management Forum, however due to reduced resources within the Corporate Policy Team there has been slight slippage in taking this work forward.</p> <p>A draft Corporate Plan has been developed and includes a number of performance measures to support each strategic priority to make it easier to assess the services being delivered by the Council's services are resulting in improved outcomes.</p> <p>The Inverclyde Outcomes Improvement Plan has also been developed with a focus on how we measure impact on outcomes.</p>
4.	<u>Key Corporate Initiatives</u>	When drafting the new LOIP and	●	blue –	The new Inverclyde Outcomes

ACHIEVING					
	Where do we want to be?	How will we get there?	Status May 2018	Commentary May 2018	
	Key corporate initiatives are reflected in updated corporate documents, included as part of the review of the Strategic Planning and Performance Management Framework.	Corporate Statement, references to City Deal and shared services will be made.		complete	Improvement Plan includes reference to City Deal and was approved by the Alliance Board on 11 December 2017. A new draft Corporate Plan has been developed and includes reference to both City Deal and shared services.
5.	<p><u>Change Management</u></p> <p>Services have been reviewed and where appropriate redesigned to ensure they are fit for purpose, meet customer's needs and are efficient.</p>	<p>3 Change Management Directorate Groups are established to review progress on all change projects on a monthly basis. The Group will be chaired by the Corporate Director and consist of the DMT plus Finance & HR support.</p> <p>Heads of Service will be accountable for promoting change management projects and taking necessary action to ensure timeous delivery.</p> <p>Progress reports using a RAG status will be submitted bimonthly to the Corporate Management Team.</p> <p>Once the Change Management Programme is adopted by the new Council, in the summer of 2017, regular updates will be</p>	●	green – on track	Change Management Groups within Directorates are now fully operational. Meetings are minuted and all projects are tracked in detail with respect to progress and outcomes. A standard reporting template has been developed for service reviews to ensure corporate consistency and adherence to timescales on longer change projects. Progress from Directorate groups is reported to the CMT.

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	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
		presented to the Policy & Resources Committee.			
6.	<u>Revenue Budget Savings</u> Balanced revenue budget 2018/20 which reflects Council priorities	Officer savings proposals ready for August 2017. Extensive consultation exercise late 2017. Engagement with TUs and partners during process	●	blue – complete	Council approved the 2018/19 Revenue Budget with no use of Reserves. Members received detailed information on the Public Consultation prior to arriving at the finalised Budget.
7.	<u>ICT Strategy</u> New ICT Strategy Approved and being progressed.	2017/20 ICT Strategy approved by Committee – June 2017	●	blue – complete	ICT Strategy 2017 – 2020 was approved at P&R Committee on 20th June 2017. Initial actions identified and reporting schedule established.
8.	<u>Procurement Strategy</u> PCIP has replaced PCA. The previous score was 62% which placed the Council on an equal footing with peers. A similar or better performance in PCIP would represent success.	The Procurement Strategy sets out goals and timescales	●	green – on track	The PCIP score was 66% in 2017 which demonstrates continuing procurement improvement.
9.	<u>Revenues and Customer Services</u> Manage the transition from Housing Benefit to Universal Credit (UC) and other Welfare Reform Issues, key areas being: Manage the digitalisation and subsequent roll out of Universal Credit	Ongoing liaison with DWP/RCH to manage change in caseload. Ongoing review of impact on Benefits/CSC workload.	●	green – on track	Regular updates to Welfare Reform Project Board and reports to each Policy and Resources committee. Universal Credit delivery tracked with internal and external partners. Work force planning - selective recruitment of vacant posts.

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	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
	Work force planning Financial implications both in terms of reduction in subsidy, cost of staff resource with reducing caseload and demand for SWF/DHP				Demand on SWF expenditure exceeding Scottish Government allocation, contained within WR recurring budget and carry forward from previous years.
10	<u>Corporate Identity, Branding & Messaging</u> A new overarching guide to how the council presents itself visually through printed, online and individual communications.	Conduct a thorough review of the council's corporate identity, branding and messaging Create a new 'how we present ourselves' protocol which includes corporate identity, customer service, messaging and branding guidance.	●	green – on track	Corporate Communications are reviewing the council's corporate identity, this will be presented to the CMT when complete.
11	<u>Scottish Attainment Challenge (SAC)</u> Strategies identified to work through the Scottish Attainment Challenge are disseminated across all schools. Attainment gap linked to deprivation has decreased.	Continue to ensure that a co-ordinated response to family learning is taken forward with partners to ensure an impact on attainment. Close our attainment gap linked to deprivation through targeted use of Attainment Challenge Funding and Pupil Equity Funding. Continue to roll out professional learning which impacts upon play room/class room practice through	●	green – on track	This work continues to be well received. Further evaluations need to take place regarding the Attendance Policy.

ACHIEVING					
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
	<p>Improvements in the performance for literacy and numeracy.</p> <p>Improvements being made in attendance, with most improvements in SIMD areas 1-3.</p> <p>Continue to reduce exclusions</p>	<p>revised learning.</p> <p>Evidenced-based strategies to improve literacy and numeracy are in place across all schools.</p> <p>Work with schools and partner agencies, including the third sector, to ensure that children and young people are supported to attend school.</p> <p>Implement and evaluate the new attendance policy.</p> <p>Through the continued implementation and evaluation of polices such as GIRFEC and the Better Relationships Better Behaviour Policy we will maintain our high performance against national comparators and continue to reduce exclusions.</p>			
12	<p><u>Developing Inverclyde's Young Workforce</u></p> <p>Schools provide a flexible, pupil-centred senior phase curriculum supporting the recommendations as proposed in the national policy document.</p>	<p>Continue to deliver on our 3-year Developing Inverclyde's Young Workforce Strategy and ensure a progression of employability skills.</p>	●	green – on track	<p>There have been continual developments around the senior phase and priority STEM activities have been delivered. The Skills Framework has been rolled out to all establishments</p>

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	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
	<p>The Youth Employment Activity Plan (YEAP) is implemented and able to evidence improved practice and outcomes for employability across providers and partnerships.</p> <p>There is an increase in positive and sustained destinations for school leavers in Inverclyde.</p>	<p>Implement the YEAP.</p>			<p>and career events have been supported. The Developing Young Workforce Regional Group and West College Scotland are in discussion with LA regarding new developments.</p>
			●	amber – slight slippage	<p>The YEAP will require to be updated with the details of the commissioned programmes for the 2018/19 financial year. The newly-published School Leaver Destination Results show a reduction for Inverclyde; this is also reflected in us now being below the national average.</p>
13.	<p><u>The Education (Scotland) Act 2016</u></p> <p>The Authority will be fully compliant with or will have plans to be fully compliant with all aspects of the Education Scotland Act 2016.</p> <p>There will be improved attainment for Looked After and Looked After and Accommodated Children with particular focus on children Looked After at Home.</p>	<p>Review current provision and, where necessary, set up short-life working groups to ensure the duties of the Council in relation to the Act are implemented.</p> <p>Further improve consultation and communication with parents and carers and the wider community to ensure that all are fully involved in improvements through effective self-evaluation.</p>	●	green – on track	<p>All plans are progressing.</p> <p>The National Improvement Framework now informs all improvement planning. The parental questionnaire has been disseminated.</p>

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	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
		Continue to take forward and implement the National Improvement Framework (NIF).			
14.	<p><u>Broad General Education (BGE)</u></p> <p>A system is in place to be able to report on and monitor attainment in the BGE which will include facility to track and monitor pupils with barriers to their learning with particular emphasis on LAC At Home.</p> <p>System is in place to moderate teacher judgements – increase the reliability of teacher judgements in the BGE assessment.</p>	<p>Develop robust systems to track children’s progress.</p> <p>National guidance will be used to ensure a shared understanding of what it is to achieve a level. All schools will use moderated assessment information to track and monitor the progress of every pupil.</p> <p>Establish a consistent, authority-wide data set that can be used across all schools (this data set will be linked to SIMD levels to highlight any gaps linked to deprivation).</p> <p>Continue to strengthen joint working with other authorities such as the West Partnership.</p> <p>Work alongside schools/establishments to moderate evaluations of improvement, learning and</p>	●	green – on track	Work continues on this improvement action. The BGE Toolkit has now been introduced by the Scottish Government and training will take place. The progression frameworks are finished.

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	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
		<p>teaching and leadership as part of the improvement planning cycle.</p> <p>Progression frameworks for understanding standards will be developed at Council level.</p> <p>Ensure that all schools are able to articulate the rationale for their curriculum, including how they show progress for all learners through both the Broad General Education and the Senior Phase.</p> <p>Continue to develop the senior phase through enhanced pupil choice.</p>			
15.	<p><u>1+2 Modern Languages Strategy</u></p> <p>All pupils should be taught a second language from P1 and a third language from P5.</p>	<p>All schools continue to embed L2.</p> <p>Pilot clusters and some other primaries continue to work informally on L3, with a greater emphasis on L3 to begin towards 2018.</p>	●	green – on track	<p>Further support is available to staff for L2 via in-house training.</p> <p>Core language for L2 French and L2 Spanish documents has been produced and distributed to all Inverclyde establishments.</p> <p>L3 - planning for implementation during the 2018/19 session is underway.</p> <p>An L3 online resource has been</p>

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	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
					sourced and L3 Spanish topic-based resources have been produced.
16.	<p><u>Leadership in educational establishments</u></p> <p>Enhanced leadership at all levels will ensure that educational establishments are able to take forward and implement improvements that have a positive impact for learners.</p>	<p>Implement and evaluate the leadership strategy.</p> <p>Continue to develop a structured programme to support teachers who are actively seeking promotion.</p> <p>Implement the findings of the Scottish Social Services Council Enabling Leadership Capacity for the early years sector.</p>	●	green – on track	This is on track with the new Quality Improvement Officer in place. A new course for leadership is being delivered regarding pathways to leadership.
17.	<p><u>Local Negotiating Committee for Teachers (LNCT)</u></p> <p>Better support for staff that are experiencing work-related stress.</p>	As part of the ongoing work of the LNCT, continue to monitor unnecessary bureaucracy and workload for teachers and put in place effective arrangements for those at risk of work related stress.	●	blue – complete	There are no further specific actions linked with this improvement action and ongoing evaluations will now take place.
18.	<p><u>Qualifications achieved via the Community Learning and Development (CLD) programmes</u></p> <p>Increased numbers of young people gaining qualifications.</p>	<p>All CLD staff are trained in Assessor/verifier qualifications.</p> <p>Increased range of qualifications offered.</p>	●	green – on track	The end of year figures on track. Youth Work is on course to achieve 64 Dynamic Youth Awards, 17 Youth Achievement Awards, 26 Personal Development Awards and 8

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	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
	A broader range of qualifications offered to better meet the needs of individuals.				SQA Level 3 Communication Awards. The primary Attainment Challenge completed 59 SQA Units.
19.	<u>Adult learning pathways</u> All adult learning provision is mapped and processes are in place to ensure no learner completes a programme without being encouraged to continue their learning.	Map all adult learning provision, process developed and agreed with providers receiving public funding to support continued engagement.	●	green – on track	A number of new opportunities are being offered to our clients.
20.	<u>Facilities management</u> All schools and other buildings working to the agreed productivity level for the building category	Revised productivity targets have been set however to achieve these will require non filling of vacancies over time.	●	blue – complete	Complete. Primary schools, secondary schools, depots, offices and day care centres all 100%.
21.	<u>Shared Services</u> Appointment of a lead change officer for shared services between Inverclyde, East Dunbartonshire and West Dunbartonshire Council and the production of a detailed Business Plan	Through joint collaborative working and with partner authority and the successful development of the detailed Business Plan in Autumn 2017	●	green – on track	Both Inverclyde and West Dunbartonshire Councils have agreed to progress a shared Roads and Transportation Service. The first step will involve the appointment of a lead Head of Service by the summer of 2018 who will strategically manage roads and transportation services across the two Councils and lead on the development of strategic business cases for wider shared

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ACHIEVING					
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
					service opportunities such as ground maintenance, Waste and Fleet. Revised management structures in consequence of agreement on shared services as approved in March this year are being progressively implemented.
22.	<u>Regeneration</u> Implementation of Single Operating Plan 2016-19	Through workshops and engagement with key stakeholder groups including Riverside Inverclyde	●	green – on track	Regular reports are submitted to Committee and RI Board on the progress of the Single Operating Plan 2016-19
23.	<u>Regeneration</u> Implementation of projects in respect of Key City Deal Projects	Outline Business Cases will be presented to Environment and Regeneration Committee for approval. OBC to be ratified by The Glasgow City Region Cabinet	●	green – on track	Outline Business Cases for both Ocean Terminal and Inverkip were approved initially by the Environment and Regeneration Committee and thereafter by the City Deal Project Management governance last year and the projects are now progressing to Final Business Case with a view to being on site later in 2018 with respect to Ocean Terminal and early in 2019 in respect of Inverkip.

NURTURED				
	Where do we want to be?	How will we get there?	Status May 2018	Commentary May 2018
1.	<p><u>Implementation of the Children and Young People (Scotland) Act 2014</u></p> <p>Single and multi-agency workforce confidence in development of children's plans will continue to improve and develop.</p> <p>Evidence of quality planning both at single agency level and interagency with timely support being given to children and families to improve outcomes.</p> <p>Consistency of approach by all partners to using GIRFEC Pathways for development and implementation of plans for vulnerable children and families.</p> <p>The current information sharing protocols will be updated over time to ensure that they fit the requirements of the Children and Young People (Information Sharing) (Scotland) Bill when it fully becomes legislation.</p>	<p>Continue to deliver single and multi-agency follow-up GIRFEC training as appropriate.</p> <p>Processes for quality assurance and moderation of single and multi-agency children's plans will be developed and implemented.</p> <p>ICT solution to secure information-sharing across agencies achieved through use of corporate email from May 2017. Inverclyde has signed up to upgraded security protocols.</p>	<p>● green – on track</p>	<p>Following last year's very positive Joint Inspection of Services for Children and Young people in Inverclyde, the Education and Communities Committee approved the development of a plan to address the areas of improvement outlined in the Inspection Report and agreed that it be submitted to the Care Inspectorate, as appropriate.</p> <p>The Quality Assurance Group convened to implement policies and procedures. A pilot programme is in place for May/June 2018.</p> <p>Hardware and infrastructure is now in place in all Inverclyde educational establishments.</p>
2.	<p><u>Early learning and childcare entitlement</u></p> <p>By 2020, the Council will be offering the entitlement of 1,140 hours of early learning and childcare.</p>	<p>Establish a working group to take forward the government requirement to provide 1,140 hours of childcare.</p> <p>Undertake an evaluation of</p>	<p>● green – on track</p>	<p>The Expansion Plan was re-submitted to the Scottish Government on 2 March 2018 to reflect updated advice. The Plan continues to take account of the Scottish</p>

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NURTURED					
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
		<p>provision what parents/carers would require.</p> <p>Communicate with partners and parents as to the timescale of implementation.</p>			<p>Government's principles for the expansion programme; however, it is less matched to Inverclyde's Strategic Needs Analysis and the findings of parent/carer/community consultations. Three early phase projects are underway and the initial evaluation is positive. Revenue funding for 2018/19 has been announced and does not fully fund early phase plans for 2018/19. Adjustments are currently being made to the Plan. A detailed Workforce Plan has been developed to ensure appropriate numbers of quality staff are in place to support the Expansion Plan.</p>

NURTURED				
	Where do we want to be?	How will we get there?	Status May 2018	Commentary May 2018
3.	<p><u>Additional support needs (ASN)</u></p> <p>A well-developed Inclusive Support Service which will be effective and efficient in providing universal and targeted support, leading to improved outcomes for children and young people.</p>	<p>Continue to monitor and improve attendance and reduce exclusions across schools and establishments, particularly linked to deprivation, looked after children (LAC) and those with barriers to learning.</p> <p>Improve the educational performance of our looked after pupils and increase the number of looked after pupils entering a positive destination upon leaving school.</p> <p>As part of Inverclyde's Autism Strategy, develop Autism Friendly Schools.</p>	<p>● green – on track</p>	<p>The school attendance and exclusion rates for looked after children for 2016/17, together with our position in the national rankings, will be available in June 2018 and reported to the Policy and Resources Committee after the Summer 2018 recess.</p> <p>As reported to the Education and Communities Committee in January 2018, literacy and numeracy outcomes for looked after children and young people improved at both National 4 and National 5 over the last three years.</p> <p>To support Inverclyde's progress towards being an autism-friendly local authority, it has been agreed that the funding to support the implementation of the Autism Strategy can be carried over into the 2018/19 financial year.</p> <p>To develop Autism Friendly</p>

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NURTURED					
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
					<p>Schools, a conference took place in September 2017 to support schools and partnership planning. Partnership working has also been carried out with additional support needs/Strathclyde University on early years/primary transitions.</p> <p>A Positive Partnership Conference took place in April 2018 for parents/carers and practitioners.</p>

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ACTIVE					
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
1.	<p><u>Rankin Park Mountain Bike Hub</u></p> <p>Year 2 – Development and support of a club based around Rankin Park.</p> <p>Year 3 - Development of a wider network of trails across Clyde Muirshiel Regional Park.</p>	<p>Qualified Active Schools Co-ordinator will work in partnership with instructors from Clyde Muirshiel to deliver the programme.</p>	●	blue – complete	<p>This programme was reviewed as part of the Council's budget-setting process and will no longer be progressed.</p>

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RESPECTED AND RESPONSIBLE					
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
1.	<p><u>Reserves</u></p> <p>A full review of earmarked reserves has been undertaken and reflects the Council's medium term financial priorities and challenges.</p>	<p>Members' Budget Working Group will undertake review in September to December 2017 and any decisions will be taken in February 2018 as part of the budget.</p>	●	blue – complete	<p>This is now complete. A review has been undertaken and with write back of £2.3 million agreed by the Council on 21 December 2017.</p> <p>Further decisions on the use of the Council's Reserves were taken in March 2018.</p>
2.	<p><u>Service Accountancy</u></p> <p>Increase value added professional support to services, improve the budget management by budget holders whilst managing a reduction in Accountancy resources</p>	<p>Implement approved restructure</p> <p>Support existing employees through professional training</p> <p>Improve systems and associated management information.</p> <p>Improve budget holder knowledge and increase self-reliance.</p> <p>Continue to participate in Apprenticeship Programme.</p>	●	green - on track	<p>Budget Monitoring carried out in line with the new process. Restructure nearing completion. Managers and Principals continuing to discuss FMS system with budget holders and looking for improvements. Survey monkey carried out with budget holders, results to be analysed and presented at Finance Development Day.</p>
3.	<p><u>Post-project evaluation</u></p> <p>Implemented Post-Project Implementation process for completed projects which allows us to identify benefits realisation and incorporate learning into new projects going</p>	<p>The post-project evaluation (PPE) team will follow a simple questionnaire led approach. Response rate will require to be monitored in the early stages of implementation. Officer time will be required in connection with the</p>	●	green - on track	<p>Post-project Delivery Team Reviews and Post Occupancy Evaluations initiated for majority of completed projects over £1m.</p>

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RESPECTED AND RESPONSIBLE					
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
	forward.	Client/Technical Lead role in collating the report.			
4.	<p><u>PAMIS and REVIT</u></p> <p>The service is able to share information on key activities.</p> <p>The service is able to hold information on a central system which can be accessed by all users across the network.</p> <p>More meaningful information is available on spend across budgets.</p>	<p>Meeting to be held between Property Services and Technical Services to discuss the requirements of the CAD module.</p> <p>REVIT – adequate storage space requires to be made available.</p> <p>Discuss storage requirements with ICT.</p> <p>Review FMS to implement reports which can better interrogate where Central Repairs Allocation is being spent.</p>	●	green - on track	<p>New Drive now operational. New Drive to be adapted to accommodate future use of the CAD information.</p> <p>Further investigation of options within PAMIS being explored. Officers have visited neighbouring authority to view systems in operation.</p>
5.	<p><u>Succession Planning</u></p> <p>Develop and Implement a Succession Planning programme for the Council.</p>	<p>Develop and Introduce Succession Planning programme in consultation with key stakeholders</p>	●	blue – complete	<p>All plans are complete.</p>
6.	<p><u>People and Organisational Development (OD) Strategy 2017/20</u></p> <p>All employees undertake corporate induction training.</p> <p>Continue to ensure Performance Appraisals carried out (KPI 90%).</p> <p>Succession planning becomes an</p>	<p>Through the delivery of the People and Organisational Development Strategy</p>	●	green - on track	<p>The induction programme is progressing in a satisfactory manner. Performance appraisals are being monitored and are standing at a 94% completion rate.</p> <p>Succession planning programme has been implemented.</p>

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RESPECTED AND RESPONSIBLE					
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
	embedded process within services.				
7.	<p><u>Engagement with young people/Youth Participation Strategy (YPS)</u></p> <p>Young people across Inverclyde have a range of co-ordinated opportunities to be involved in decision making affecting their schools, services for young people and communities.</p> <p>Young people's voices are heard and their issues taken into consideration in service development and delivery.</p>	<p>In partnership with Inverclyde's young people and community planning partners, progress the action points arising from the Health and Well Being Survey conducted in secondary schools in 2014 and at the #Clyde Conversations follow-up events in March 2015 and February 2017.</p> <p>Youth Participation Strategy completed in partnership with young people.</p> <p>Guidance given out to Council Directorates & Partners.</p> <p>Establishment of a Youth Cabinet with members of school councils, youth council including representatives from existing youth groups – LAC, Autism, LGBTi, SYP, senior officers and councillors.</p>	●	green – on track	<p>The youth-led Clyde Conversations 3 event was successfully held in February 2018. Plans are in place for another event in November 2018 as part of the Year of Young People (YOYP) 2018.</p> <p>The YOYP plans are making good progress following a successful launch. Steering Groups at the Port Glasgow and Greenock I Youth Zones continue to make a positive contribution to the delivery of services within these projects.</p> <p>By-election plans are in place for the Scottish Youth Parliament By-Election in May 2018.</p>
8	<p><u>Volunteering Strategy and Action Plan</u></p> <p>The quality of volunteering opportunities is increased.</p>	<p>Carry out a refreshed survey of volunteering across the Directorate and Community Learning and Development partnership.</p>	●	amber – slight slippage	<p>We have had a number of meetings with the Third Sector, to work together to develop and design a local Volunteering Strategy and</p>

Appendix One

RESPECTED AND RESPONSIBLE					
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
	The role and contribution volunteers make to community planning, the achievement of key outcomes and the delivery of services is understood and quantified.	Partnership volunteer development event held; the findings will inform a Volunteering Strategy for Inverclyde.			Action Plan.
9	<p><u>Trusted traders</u></p> <p>The Trusted Trader Scheme is a local business partnership administered by Trading Standards which aims to Increase consumer confidence; Promote good practice within local businesses; Help to protect people from Doorstep crime.</p>	Implementation of Inverclyde Council Trusted Trader scheme by Autumn 2017.	●	blue – complete	The Trusted Trader Scheme was launched on 1 May 2018.
10	<p><u>Youth work</u></p> <p>All young people in school and community based settings are effectively supported to develop the confidence and skills they need to 'stay safe' and thrive in the face of any new challenges they face.</p> <p>Increased engagement with young people in their own settings which would include street based programmes around community safety and health.</p>	<p>Work with school colleagues to increase the number and effectiveness of school based inputs around staying safe in response to new challenges facing young people, particularly targeting S1 to S3.</p> <p>More direct engagement on the street with the Word on the Street Project.</p>	●	green – on track	<p>Cyber safety and drugs inputs continue to be delivered by CLD staff and all schools which have requested the inputs will have them done by the end of the school year.</p> <p>Attainment Challenge and Senior Phase groups have made excellent progress and are on course to achieve over 120 Awards between them. Outreach work on the streets, engaging with hardest to</p>

Appendix One

RESPECTED AND RESPONSIBLE					
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
					reach young people, is to increase over the Summer 2018 months.
11	<p><u>Capital projects</u></p> <p>The Directorate works in partnership with the Environment, Regeneration and Resources (ERR) Directorate as a client regarding capital projects.</p> <p>Continue to work with ERR to ensure timescales are met, that slippage is kept to a minimum and plans are in place for moving in and out of buildings when required.</p>	Client officers are liaising with ERR, and external providers and funding bodies to manage these programmes.	●	green – on track	The School Estate Management Plan is progressing well with regular updates provided to the Education and Communities Committee and to the School Estate Programme Board.
12	<p><u>Waste Strategy</u></p> <p>The Council have approved the sign up to the Household Recycling Charter aimed to align Waste Services and provide high levels of participation and recycling quality.</p>	Scoping meetings have been undertaken with Zero Waste Scotland which will identify any available funded support.	●	green - on track	Zero Waste Scotland has initiated a Sorting Line meeting. Inverclyde Council are represented on the steering group.
13	<p><u>Roads (Traffic and Parking)</u></p> <p>Expansion of Residents Parking Scheme within Greenock Town Centre & Wemyss Bay. Alterations to disc enforcement regime in Kilmacolm. Various minor amendments to</p>	Implementation of the agreed schemes.	●	green - on track	Traffic Regulation Order to extend the Residents' Parking Permit Scheme to include the Shaw Place and East Shaw Street areas came into effect on 30 April

Appendix One

RESPECTED AND RESPONSIBLE					
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
	existing Traffic Regulation Orders.				<p>2018. Awaiting agreement of Transport Scotland for the draft Traffic Regulation Order to introduce a Residents' Permit Parking Scheme on Shore Road, Wemyss Bay. Remove the need to display a Parking Disc in Kilmacolm came into effect in mid-January 2018.</p> <p>A TRO for waiting and loading restrictions in Port Glasgow are currently out to public consultation.</p> <p>Officers are currently working on TRO for Gourock, Inverkip, Outer Greenock, Inner Greenock and Kilmacolm and will promote them at various points prior to Autumn.</p>
14	<u>Local Development Plan 2</u> Main Issues Report published and consulted on	Publication of proposed plan	●	blue – complete	The Main Issues report was published in March 2017.
15	<u>Burials</u> Increase burial space availability to 15 years.	Extend existing cemetery within next 2 years.	●	amber – slight slippage	Further site Investigations still ongoing no site has been identified for

Appendix One

RESPECTED AND RESPONSIBLE					
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
					development. There is a further locations within Inverclyde being investigated for suitability. Entering into dialogue with SEPA.
16	<u>Cremations</u> Replace cremators while continuing to maintain a cremation service.	Replace cremators within next 3 years	●	green - on track	Feasibility study has been undertaken and completed. Funding has been approved as part of the 2018/2019 budget process.

INCLUDED				
	Where do we want to be?	How will we get there?	Status May 2018	Commentary May 2018
1.	<p><u>The Community Empowerment (Scotland) Act 2015</u></p> <p>The Council and the CPP are ready for the implementation of the Community Empowerment (Scotland) Act 2015, working with partners to deliver on the statutory requirements. Each element is in place across all Services.</p> <p>There are locality profiles and plans for the agreed localities across Inverclyde, mapping assets and issues, agreed with and led on by communities.</p> <p>Services/ CPP partners and communities use these profiles to plan service delivery, targeting inequalities and working to reduce them</p>	<p>Respond to Scottish Government guidance</p> <p>Bring the Improving Data Analysis Group together to gather information around the agreed localities</p> <p>Facilitate improved community engagement in the development of Locality Plans and community planning through Wellbeing Clusters and the development of more robust community engagement methods, including the Place Standard</p> <p>Set up working groups to cover each element, for example, legal, environmental, community learning and development, property etc. Create a community food growing strategy.</p> <p>Through the Community Engagement Network, highlight to the Alliance Board the resources required to effectively deliver on community empowerment/ engagement and capacity building,</p>	<p>● green – on track</p>	<p>A Locality Planning Implementation Group, chaired by the Corporate Director HSCP, has been established to oversee the process of establishing locality planning. The group has responsibility for developing a proposed model for locality planning, overseeing community engagement and establishing Locality Partnerships. Data gathering for each of the localities has been carried out and shared with the HSCP.</p> <p>The next stage is to carry out community engagement about priorities for each locality.</p> <p>Guidance on Community Food Growing Strategy has not yet been published by the Scottish Government.</p> <p>A letter has been sent out to the Alliance Board members asking all partners to identify</p>

Appendix One

INCLUDED					
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
		and make recommendations to the Alliance Board.			what resources and support partner organisations could provide to locality planning.
2.	<u>Digital Strategy</u> New Strategy Approved and being progressed.	2017/20 Strategy approved by Committee – June 2017 Updates on progress to every 2nd Committee	●	blue – complete	Digital Strategy 2017 – 2020 was approved at P&R Committee on 20th June 2017. Initial actions identified and reporting schedule established
3.	<u>Customer Interactions</u> Move customers away from traditional costly channels of communication to digital channels	Ongoing development of alternative channels supported by CSC encouraging channel shift. Development of e-invoicing	●	green – on track	Channel shift continues to be a priority and the following are all on track and monitored through the Digital Access Group <ul style="list-style-type: none"> - Work with suppliers to fully enable the ability of customers to book and pay for calendared and transactional services such bulky uplifts. - Enhance the range of services available via Web Self-service, including integration of MyAccount authentication which

Appendix One

INCLUDED					
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
					would allow one secure sign in. Review and revise the range of services available via the Inverclyde Online smartphone 'app'.
4.	<p><u>SME and Local Supplier engagement in procurement activity</u></p> <p>Policy required on inviting SME and local suppliers to bid for quotes and encourages engagement on tendering.</p>	On-going monitoring of the success in inviting SME and local supplier to bid for quotes and the numbers who seek the assistance of Supplier Development Programme	●	green – on track	Regular reports to the Procurement Board have demonstrated the success of an initiative to increase the number of local suppliers asked to bid for our quotations. The Supplier Development Programme continues to work with us on assisting local suppliers.
5.	<p><u>Disability Confident 2016/19</u></p> <p>Achieve level 3 (Disability Confident Leader) of the Disability Confident Accreditation Scheme.</p>	A range of measures will require to be developed and implemented in consultation with stakeholders which will support the Council's application for level 3 Accreditation	●	blue – complete	Level 3 was achieved in September 2017
6	<p><u>Equality and diversity</u></p> <p>New Corporate Equality Group Action Plan to be developed.</p> <p>LGBT Chartered Status.</p> <p>Communication strategy for LGBT young people and adults.</p>	<p>Corporate Policy Officer responsible for Equalities will work with CEG to develop plan.</p> <p>A LGBT group for adults is set up and meeting regularly to support local LGBT population.</p>	●	green – on track	The Multi-Agency Equalities Group met on 16 January 2018; representatives from a number of Community Planning Partners attended. At its meeting on 14 February 2018, the Corporate Equalities Group heard a

Appendix One

INCLUDED					
	Where do we want to be?	How will we get there?	Status May 2018		Commentary May 2018
	Families are supported to live in Inverclyde, with particular support in place to help them to integrate into the local culture.	Produce information and guidance (within one year). Identify ways to celebrate diversity in Inverclyde. Foster good relations/ understanding with communities and new migrants.			presentation about the work of the Equality Advisory Support Service. As part of LGBT History Month 2018, CLD are supporting a group of young people who plan to participate in a camping activity in the Dumfries and Galloway Council area.
7.	<u>Implementation of the Adult Literacies in Scotland (ALIS) 2020 outcomes for learning</u> Work towards the delivery of outcomes set out in ALIS 2020 to identify how to evidence improved practice and outcomes for literacies across Community Learning and Development	Use of evidence-based approaches which lead to improved literacies capabilities with a developmental focus on parents/early years and the senior phase.	●	green – on track	A number of new learners are being engaged with across the authority.
8.	<u>Schools on-line payments</u> A cost effective and improved method for paying for school lunches and trips is in place.	Building on the success of the pilot, roll out the on-line payment system to all schools in Inverclyde.	●	green – on track	The roll-out is continuing.

Appendix Two – Performance Indicators

Performance Indicators

The Council's key performance indicators help demonstrate performance in terms of strategic and operational objectives. These indicators include statutory performance indicators and local performance indicators. Full year figures for 2017/18 are shown below where these are available, together with targets for 2018/19.

Key performance measure	Performance 2015/16	Performance 2016/17	Performance 2017/18	Target 2018/19	Commentary
Safe					
Waste management: % of household waste composted and recycled	54.7%	53.4%	56%	50%	This performance figure is currently unaudited, however as it stands performance is better than target
Potholes:					
<ul style="list-style-type: none"> category 1 – emergency / urgent (make safe/repair within 24 hours of identification) 	88%	94.3%	100%	90%	Maximum performance has been achieved.
<ul style="list-style-type: none"> category 2 – high risk (make safe/repair within 7 days of identification) 	91%	74.5%	98.6%	80%	Performance is well above target.
Street lighting: failed dark lamps	91%	89.01%	85.6%	92%	Performance is below target.

Appendix Two – Performance Indicators

Key performance measure	Performance 2015/16	Performance 2016/17	Performance 2017/18	Target 2018/19	Commentary
Healthy					
Free school meals: uptake of provision by Primary 1-3 pupils.	74%	76.2%	74.3%	75%	Performance is marginally below target.

Key performance measure	Performance 2015/16	Performance 2016/17	Performance 2017/18	Target 2018/19	Commentary
Achieving					
Customer Service Centre abandoned calls - Revenues & Benefits - General	- -	23% 7%	25% 7%	25% 7%	Performance has met targets. The R&B team operated with one FTE reduced resource for 8 months of the year.
Customer Service Centre Complaints	-	38	14	35	This performance measure was introduced in 2016/17. Performance has significantly exceeded target.
Customer Service Centre Compliments	-	58	81	63	This performance measure was introduced in 2016/17. Performance has significantly exceeded target.
Libraries: number of actual and virtual visits	419,720	418,079	428,785	423,000	Performance is better than target. The figure includes all physical visits to the Inverclyde Heritage Hub

Appendix Two – Performance Indicators

Key performance measure	Performance 2015/16	Performance 2016/17	Performance 2017/18	Target 2018/19	Commentary
Achieving					
Adult learners:					
<ul style="list-style-type: none"> the number achieving core skills qualifications 	229	250	246	206	
<ul style="list-style-type: none"> the number improving their literacies 	519	601	616	590	
Literacy and numeracy:					
<ul style="list-style-type: none"> the number of tutors trained in the delivery of literacy and numeracy (across a range of accredited development and training Scottish Credit and Qualifications Framework [SCQF] at Levels 6-10) 	26	10	40	n/a	This includes a number of partners who have undergone training in literacies delivery.
<ul style="list-style-type: none"> the number of tutors trained in the delivery of literacy and numeracy (across a range of non-accredited development and training) 	68	66	88	n/a	

Appendix Two – Performance Indicators

Key performance measure	Performance 2015/16	Performance 2016/17	Performance 2017/18	Target 2018/19	Commentary
Achieving					
Attainment – S5:					
<ul style="list-style-type: none"> % of pupils achieving one pass at SCQF Level 6 by the end of S5 	58.3%	56.65%	n/a	57%	Performance for these measures is calculated at the end of the academic year. The 2017/18 figures will be available in August 2018.
<ul style="list-style-type: none"> % of pupils achieving 3 passes at SCQF Level 6 by the end of S5 	30.5%	33.5%	n/a	34%	
<ul style="list-style-type: none"> % of pupils achieving 5 passes at SCQF Level 6 by the end of S5 	13%	13.9%	n/a	14%	
Attainment – S6:					
<ul style="list-style-type: none"> % of pupils achieving 3 passes at SCQF Level 6 by the end of S6 	42.8%	43.4%	n/a	44%	Performance for these measures is calculated at the end of the academic year. The 2016/17 figures will be available in August 2017.
<ul style="list-style-type: none"> % of pupils achieving 5 passes at SCQF Level 6 by the end of S6 	28.9%	28.7%	n/a	29%	
<ul style="list-style-type: none"> % of pupils achieving one pass at SCQF Level 7 by the end of S6 	18.1%	18.6%	n/a	19%	

Appendix Two – Performance Indicators

Key performance measure	Performance 2015/16	Performance 2016/17	Performance 2017/18	Target 2018/19	Commentary
Achieving					
Council Tax: in-year collection level	95.1%	95.3%	95.5%	94.8%	
Speed of benefits processing - new claims to Housing Benefit	26 days	26.7 days	17 days	26 days	Performance is better than target
Speed of benefits processing changes in circumstances to housing benefit	5 days	4.18 days	3.74 days	5days	
Speed of benefits processing - new claims for Council Tax reduction	-	29 days	30 days	36 days	Performance is better than target.
Creditor payments: number of invoices paid within 30 calendar days of receipt as a % of all invoices paid	96.47%	96.64%	97.13%	96%	Performance has improved on 2016/17 levels and continues to be better than target.
ICT Service Delivery: Corporate Incident SLA attainment	93.3%	96.74%	94.77%	95%	The target has not been achieved
ICT Schools Service Delivery: Schools Incident SLA attainment	82.4%	90%	91.81%	95%	
Facilities management productivity: improve and	60%	66%	100%	65% of secondary	100% of secondary schools have been completed

Appendix Two – Performance Indicators

Key performance measure	Performance 2015/16	Performance 2016/17	Performance 2017/18	Target 2018/19	Commentary
Achieving					
standardise productivity levels				schools: 210 m sq per hour	
Planning: <ul style="list-style-type: none"> % of all planning applications decided in under 2 months 	88.9%	89.95%	87.6%	90%	Performance for householder planning applications has exceeded target whilst performance for all planning applications is just below target.
<ul style="list-style-type: none"> % of householder planning applications decided in under 2 months 	98.7%	94.74%	96.08%	95%	
<ul style="list-style-type: none"> % of building warrants assessed within 20 working days of registration 	99%	99.79%	96.67%	95%	Performance is better than target

Appendix Two – Performance Indicators

Key performance measure	Performance 2015/16	Performance 2016/17	Performance 2017/18	Target 2018/19	Commentary
Nurtured					
McLean Museum & Art Gallery: number of visits to/usages of the Museum	78,506	70,256	57,053*	70,000	This figure represents <u>on-line</u> visits to the McLean Museum and Art Gallery only.

* As the Heritage Hub is a joint venture between the Libraries, Archives and Museum and we can only report Hub visits in one place to avoid double counting, we took a decision to count them as part of Libraries and not as part of Museums. The Museum figure therefore refers to virtual visits only.

Appendix Two – Performance Indicators

Key performance measure	Performance 2015/16	Performance 2016/17	Performance 2017/18	Target 2018/19	Commentary
Respected and Responsible					
% Attendance rates:					Performance for these measures is calculated at the end of the academic year. The 2017/18 figures will be available in August 2018.
• primary schools	94.8%	94.2%	n/a	95%	
• secondary schools	91.1%	90%	n/a	92%	
• additional support needs schools	91%	90.1%	n/a	93%	
Performance appraisals: % completed during the financial year	91%	93%	94%*	90%	The target was achieved in 2017/18. *Returns are still being collated and final performance levels may be higher than the 94% reported.

Appendix Two – Performance Indicators

Key performance measure	Performance 2015/16	Performance 2016/17	Performance 2017/18	Target 2018/19	Commentary
Included					
Equal opportunities: % of the highest paid 5% of earners among Inverclyde Council employees that are women (excluding teachers)	53.2%	52.9%	Not yet available (LGBF)	50.6%	There was a very small reduction (0.3%) in the figure for this measure between 2015/16 and 2016/17. LGBF data for 2017/18 will not be published until November 2018.

Report To:	Policy and Resources Committee	Date: 22 May, 2018
Report By:	Chief Financial Officer	Report No: FIN/52/18/AP
Contact Officer:	Alan Puckrin	Contact No: 01475 712223
Subject:	2017/18 Efficiency Performance	

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Committee of the level of efficiencies achieved by the Council in 2017/18 and to approve the Annual Return which is to be returned to Cosla.

2.0 SUMMARY

- 2.1 All Councils are required to make an Annual Return in respect of efficiencies achieved which Cosla co-ordinates and submits to the Scottish Government. The Government has agreed to treat the Council's Efficiency Statement with a light touch and the information is at a high level.
- 2.2 The return has to be signed by the Chief Executive and the draft return is attached as Appendix 1. It can be seen that in 2017/18 the Council achieved recurring efficiency savings of £1.467 million.
- 2.3 The Council has delivered over £19.5 million of recurring efficiency savings over the period 2008/18 (Appendix 2) and plans to deliver a further £1.932 million by 31 March 2019 and a further £1.459 million in 2019/20. Therefore by 31 March 2020 the Council will have delivered recurring efficiency savings of almost £23 million over a 12 year period. This is clearly helping the Council protect front line services at a time of ongoing reductions in funding. In addition to this the Council has reinvested a further £4.6 million saved to date generated by the School Estates Management Plan. This is excluded from figures as it has been fully reinvested in new/upgraded schools.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the achievement of £1.467 million recurring efficiency savings in 2017/18 and approves the submission of the annual return to Cosla.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

4.1 It is requirement of all Councils to make an Annual Return in respect of efficiencies achieved and submit this to Cosla which co-ordinates it on behalf of the Scottish Government. In return for this the Government has agreed to treat the Council's Efficiency Statement with a light touch.

5.0 2017/18 EFFICIENCY PERFORMANCE

5.1 The draft return is attached as Appendix 1. It can be seen that in 2017/18 the Council achieved recurring efficiency savings of £1.467 million.

5.2 Based on these figures the Council has achieved over £19.5 million of recurring efficiency savings over the 10 year period 2008/18 (Appendix 2) and is on target to achieve a further £1.932 million by 31 March 2019 and £1.459 million by 31 March 2020. At the end of the 12 year period 2008/20 the Council will have delivered recurring efficiency savings of almost £23million per year. This is clearly helping the Council protect front line services at a time of ongoing reductions in funding. In addition to this the Council has reinvested a further £4.6million saved to date generated by the School Estates Management Plan. This is excluded as it has been fully reinvested in new/upgraded schools.

5.3 The Council's main drivers for the identification and delivery of efficiencies and business transformation are:

1. The Delivering Differently Programme
2. The Budget Process/Financial Strategy

Once projects are approved, progress against delivery is closely monitored by Directorate Change Boards and the CMT.

6.0 IMPLICATIONS

Finance

6.1 The financial information is detailed at Appendix 2 of the report.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (if Applicable)	Other Comments
N/A	Various	08/20	(22.944)		

Legal

6.2 Any legal implications arising from these efficiencies were addressed as part of the savings exercise.

Human Resources

- 6.3 Any HR implications arising from these efficiencies were addressed as part of the savings exercise.

Equalities

- 6.4 Any equalities issues arising from these efficiencies were addressed as part of the savings exercise

Repopulation

- 6.5 Achieving efficiencies helps protect front line service delivery which will assist in retaining people within the area.

7.0 CONSULTATION

- 7.1 The CMT has approved the proposed return to Cosla.

CONFIRMATION OF EFFICIENCIES DELIVERED IN 2017-18

1	Local Authority Name	Inverclyde
2	Total cash efficiency achieved for 2016-17 £'000	£1.467 million
3	Summary of efficiency activity e.g. The main initiatives the local authority has taken over the year to ensure a strategic approach to increased efficiency and productivity and the improvements achieved in these areas. The main information that the local authority uses to assess productivity, service quality and performance and how the scope, usefulness or reliability has been improved during the year. Specific steps the local authority has taken during the year to improve collaboration and joint working to deliver efficient and user-focussed services and the improvements achieved.	Efficiencies are identified as part of the budget processes as part of the general savings development. The savings included here were identified as far back as February 2015. The efficiencies cover a wide range of areas including asset management, service commissioning, streamlining bureaucracy, procurement and increased turnover targets.
4	Breakdown of efficiency saving by Procurement, Shared Services or Asset Management £'000 (only where relevant – not all efficiencies will fall into these categories, so the figures here do not have to match the overall total.	Procurement = £0.16 million Shared Services = 0 Asset Management = £0.202 million
5	Evidence: What performance measures and/or quality indicators are used to ensure that efficiencies were achieved without any detriment to services?	Use of Councils Performance Management Framework and regular monitoring of service impact.

Signed (Chief Executive or equivalent)

Signed (if applicable)..... (Council Leader or equivalent)

Date

Efficiencies - 2008/9 to 2017/18

<u>Year</u>	<u>£million</u>	<u>Comment</u>
2008/9	1.966	Per Efficiency Statement
2009/10	1.922	Per Efficiency Statement
2010/11	2.864	Per Efficiency Statement
2011/12	1.754	Per Efficiency Statement
2012/13	2.096	Per Efficiency Statement
2013/14	1.430	Per Efficiency Statement
2014/15	1.763	Per Efficiency Statement
2015/16	1.741	Per Efficiency Statement
2016/17	2.550	Per Efficiency Statement
2017/18	1.467	Per Efficiency Statement
Total	<u>19.553</u>	

Note: Excludes £4.6 million efficiencies generated by the School Estate Management Plan which have accumulated since 2006. These savings have helped fund new replacement schools.

The 2018/19 Budget contains £1.932 million of efficiency savings.
The CMT monitor delivery of these savings throughout the year.

Report To: Policy and Resources Committee **Date:** 22 May 2018

Report By: Grant McGovern
Head of Inclusive Education,
Culture and Communities **Report No:** PR/16/18/KM

Contact Officer: Karen McCready,
Corporate Policy Officer **Contact No:** 2146

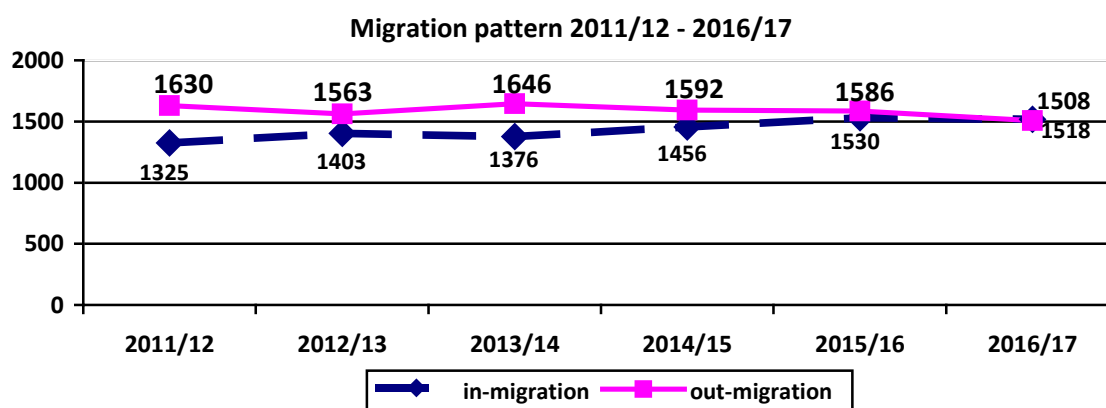
Subject: NRS mid-year population estimates (2017) and population projections (2016 based) for Inverclyde

1.0 PURPOSE

1.1 The purpose of this report is to provide the Policy and Resources Committee with details of the latest population projections published by the National Records of Scotland (NRS) on 28 March 2018 and the mid-year population estimates (2017) published on 20 April 2018.

2.0 SUMMARY

- 2.1 The population of Inverclyde as at 30 June 2017 was estimated to be 78,760. This is a -0.5% decrease compared to the 2016 mid-year population estimate (79,160). In contrast, Scotland's population is estimated to have increased by 0.37% between 2016 and 2017 to 5,424,800.
- 2.2 Inverclyde is one of 11 Council areas in Scotland to have had a decrease in population between mid-2016 and mid-2017. Shetland Islands and Aberdeen City both had similar population decreases to Inverclyde. Midlothian (+1.7%), City of Edinburgh (1.2%) and East Renfrewshire (1.0%) had the largest population increases in Scotland.
- 2.3 The population decrease in Inverclyde between mid-2016 and mid-2017 is largely attributable to natural change (-0.48%), with a far smaller proportion due to other changes (-0.02%). Scotland also suffered from negative natural change over the same period (-0.07%), but positive net migration (0.44%).
- 2.4 Encouragingly, for the first time, there has been a small population increase locally due to positive net migration. 1,518 people are estimated to have moved into the area with 1,508 people moving out (appendix 1). The graph below shows the positive trend in in-migration in recent years. This small increase (+10) however is offset by negative natural change (-382) and other changes (-28). Almost three quarters (73%) of in-migrants to Inverclyde have come from within Scotland. (appendix 2).



- 2.5 The birth rate in Inverclyde has slowly been declining for a number of years (from 857 in 2007 to 688 in 2017), while the death rate fluctuates (from a low of 937 to a high of 1070). Charts showing the birth and death rates and natural change for the last 10 years are set out in appendix 3.
- 2.6 Looking ahead, the NRS population projection report focuses on population estimates for the next 10 years to 2026. The 2016 based population projections have a different starting point to the last projections (2014 based) and are therefore not directly comparable. The change in methodology between the 2014 and 2016 projections has resulted in a +1% difference in Inverclyde's projected population by 2026. This means that, although Inverclyde's overall population is still projected to decline, the decline is not as great as set out in 2014 based estimates. It is worth noting that NRS changes in methodology between the 2012 and 2014 based population projections also meant that the rate of depopulation forecast in 2014 was not as severe as that projected in 2012. A comparison of Inverclyde's projected population between the NRS 2012, 2014 and 2016 based projections is provided in appendix 4.
- 2.7 It is estimated that Inverclyde's population will have fallen to 76,172 by 2026. This is a –3.8% decrease on the 2016 population and is the second largest projected population decrease of all Scottish councils. This is largely attributable to anticipated natural change, -3.4% and a small negative net migration, -0.2%. Inverclyde is one of only two councils, the other being Shetland Islands (-0.3%), projected to have a small decrease in net migration by 2026.
- 2.8 Scotland's population is projected to rise by 3% over the next 10 years from 5.4 million to 5.58 million. This increase is expected to be largely driven by migration. One quarter of Scottish councils however are expected to experience a population decrease by 2026 (appendix 5). The eight councils that are expected to experience a population decrease have arranged to meet to discuss how collectively they might influence national and local policy in this regard.
- 2.9 The age structure of Inverclyde and Scotland's population is projected to be different in 10 years time:
- The percentage of the population that are children aged 0 to 15 years is projected to fall by 6% in Inverclyde, compared to a 2% increase in Scotland,
 - The percentage of working age population is projected to fall by 5% in Inverclyde, compared to a 3% increase in Scotland,
 - The percentage of the population that is of pensionable age and over is projected to increase by 1% in Inverclyde, compared to a 5% increase in Scotland.
 - The percentage of the population that is aged 75 and over is projected to increase by 21%, compared to 27% in Scotland

A comparison of the change in age structure in Inverclyde compared to Scotland is provided in appendix 6.

- 2.10 Stemming and ultimately reversing population decline is a key policy issue for the Council and its partners involved in the regeneration of Inverclyde. As part of the Council's 2018/19 budget, £500,000 has been allocated to fund a Repopulation Strategy and action plan geared towards promoting repopulation measures to attract people to Inverclyde. Work around repopulation is primarily the responsibility of the Inverclyde Alliance Population Partnership (formerly the SOA Repopulation Outcome Delivery Group).

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee:

- Notes the publication of the NRS Population Projects for Scottish areas (2016 based) and that the population projections are less pessimistic than in previous years;

- Notes that the mid-year population estimates show a small positive increase in net-migration in 2017; and
- Remits it to the Inverclyde Alliance Population Partnership (formerly SOA Repopulation Outcome Delivery Group) to consider these latest population statistics and agree any additional actions in connection with these.

Grant McGovern

Head of Inclusive Education, Culture and Communities

4.0 BACKGROUND

- 4.1 Stemming and ultimately reversing population decline is a key policy issue for the Council and its partners involved in the regeneration of Inverclyde. As part of the Council's 2018/19 budget, £500,000 has been allocated to fund a Repopulation Strategy and action plan geared towards promoting repopulation measures to attract people to Inverclyde. Work around repopulation is primarily the responsibility of the Inverclyde Alliance Population Partnership (formerly the SOA Repopulation Outcome Delivery Group).
- 4.2 The National Registers of Scotland (NRS) is the responsible agency of the Scottish Government that handles all matters relating to population and household statistics, including the Census and mid-year estimates. On 28 March 2018 the National Records for Scotland (NRS) published 'Population Projections for Scottish area (2016 based)'. This was followed by the publication of 'Mid-Year Population Estimates Scotland, Mid 2017' on 20 April 2018.
- 4.3 Population estimates are based on the census and are updated annually to account for the population change in the period 1 July - 30 June. The two main contributors to population change are natural change (births minus deaths) and net migration (the difference between long term moves into and out of the UK or local areas). NRS also consider 'other changes' which are changes in the armed forces and prisoner populations and rounding adjustments.
- 4.4 In addition, every two years the Office of National Statistics (ONS), in consultation with NRS and the other constituent countries of the UK, produces a principal population projection and a number of variant projections based on alternative plausible assumptions of future fertility, mortality and migration, at a national level for the UK and its constituent countries.
- 4.5 The census and associated population measures have a significant bearing on a number of strategic issues most notably Government Funding and Housing / Planning Policy Development. Projections are also used as a framework for resource allocation and local planning in areas such as education and health.
- 4.6 When considering these projections it is important to note some key limitations:
- A projection is a calculation showing what happens under certain assumptions about future fertility, mortality and migration.
 - Assumptions are based on past trends and do not take into account any future changes that may occur as a result of policy initiatives, but may reflect the past impact of policy and economic changes.

5.0 INVERCLYDE MID YEAR POPULATION ESTIMATE (30 JUNE 2017)

- 5.1 As at 30 June 2017, the population of Inverclyde was estimated to be 78,760, this is a -0.5% decrease compared to the 2016 mid-year population estimate, 79,160.
- 5.2 Inverclyde is one of 11 Council areas in Scotland to have had a decrease in population between mid-2016 and mid-2017. Shetland Islands and Aberdeen City both had similar population decreases to Inverclyde.
- 5.3 The population decrease in Inverclyde between mid-2016 and mid-2017 is largely attributable to natural change (-0.48%), with 688 births compared to 1,070 deaths. A far smaller proportion is due to other changes (-0.02%). 'Other changes' includes changes in the number of prisoners or armed forces populations.
- 5.4 Encouragingly, for the first time, Inverclyde had a small population increase due to net migration (+10). 1,518 people moved into the area and 1,508 people moved out (appendix 1). This however was offset by negative natural change (-382) and other changes (-28). The majority of in-migrants (73%) to Inverclyde have come from within Scotland (appendix 2).

- 5.5 The birth rate in Inverclyde has slowly been declining for a number of years (from 857 in 2007 to 688 in 2017), while the death rate fluctuates (from a low of 937 to a high of 1070). Charts showing the birth and death rates and natural change for the last 10 years are set out in appendix 3.
- 5.6 The age structure of Inverclyde's population in mid-2017 broadly reflects the national picture:
- 16% of the population is aged under 16 years (Scotland, 17%)
 - 63% of the population is aged 16-64 years (Scotland, 64%)
 - 21% of the population is aged 65 years and over (Scotland, 19%)

6.0 POPULATION PROJECTIONS FOR INVERCLYDE (2016 BASED)

- 6.1 On 28 March 2018 the National Records for Scotland (NRS) published 'Population projections for Scottish area (2016 based)'. The report focuses the population estimates for the next 10 years to 2026. NRS have also published online population projections for the next 25 years (to 2041), but advise that projections this far ahead becomes increasingly uncertain.
- 6.2 It should be noted that the 2016 based population projections have a different starting point to the last projections (2014 based) and therefore are not directly comparable. There are also differences between the two sets of projections due to changes in fertility, mortality and migration assumptions. As a result of these changes, there is a +1% difference in Inverclyde's projected population by 2026 between the 2014 based and 2016 based projections. This means that, although the overall population is still projected to decline, the decline is not as great as projected in 2014 based estimates. It is worth noting that NRS changes in methodology between the 2012 and 2014 based population projections, meant that the rate of depopulation forecast in 2014 was also not as severe as that projected in 2012. The Council had approached NRS about the overly pessimistic projections in the past and the changes to methodology which seem to reflect the true situation better is welcomed. A comparison of Inverclyde's projected population between the NRS 2012, 2014 and 2016 based projections is provided in appendix 4.
- 6.3 It is estimated that the population of Inverclyde will have fallen to 76,172 by 2026. This is a -3.8% decrease on the 2016 population and the second largest projected decrease in Scotland, with Na-h Eileanan Siar having the largest decrease, -4.8% (appendix 5). This is largely attributable to anticipated natural change, i.e. more deaths than births. Over the period 2016-2026 it is estimated that there will be 7,119 births in Inverclyde compared to 9,786 deaths.
- 6.4 A far smaller proportion of the anticipated population change is due to negative net migration (-0.2%). Between 2016 and 2026 it is projected that Inverclyde will suffer from a negative net migration of -141. Inverclyde is one of only two councils, the other being Shetland Islands (-0.3%), projected to have a small decrease in net migration.
- 6.5 The age structure of Inverclyde's population in 10 years' time is projected to change:
- The percentage of the population that are children aged 0 to 15 years is projected to fall by 6%
 - The percentage of working age population is projected to fall by 5%
 - The percentage of the population that is pensionable age and over is projected to increase by 1%
 - The most significant population increase in Inverclyde is projected for the age group 75 and over, with an estimated increase of 21% by 2026

Clearly, this will have a significant impact on the public sector services most frequently used by this section of the population such as Health and Social Care. Appendix 6 shows how the change in age structure of Inverclyde's population compares to Scotland over the same period.

- 6.6 Male life expectancy in Inverclyde is expected to increase from 75.7 years in 2016/17 to 78.1 years in 2025/26. Life expectancy for males remains below the Scottish average, 79.4 years.
- 6.7 Female life expectancy in Inverclyde is expected to increase from 80.7 years in 2016/17 to 82.3

years in 2025/26. This is close to the Scottish average, 82.7 years.

7.0 NATIONAL POPULATION CHANGES

Mid-2017 estimates

- 7.1 Scotland's estimated mid-2017 population was 5,424,800. Between mid-2016 and mid-2017 Scotland's population increased by 20,100 people (0.37%). This increase has been driven by positive net migration, which despite being 25% lower than in the previous year, still saw 23,900 more people arriving in Scotland than leaving (0.44%). In contrast, Scotland has negative natural change (-0.07%) with 3,800 more deaths than births over the same period.
- 7.2 The population has increased in 21 Council areas across Scotland while 11 council areas have experienced a population decrease in the year to mid-2017.

Population projections

- 7.3 Scotland's population is projected to rise by 3% over the next 10 years from 5.4 million to 5.58 million. This increase however is not projected to occur across all areas of Scotland and a quarter of councils are expected to experience a population decrease by 2026. The eight councils that are expected to experience a population decrease have arranged to meet to discuss how collectively they might influence national and local policy.
- 7.4 The council areas projected to show the largest relative increases over this period are Midlothian (+13%), East Lothian (+9%) City of Edinburgh (+8%) and East Renfrewshire (+9%). Migration is driving the projected increases in population in most areas, with the exception of Inverclyde and Shetland. 10 councils are projected to have a population increase due to natural change whilst the remaining 22 are expected to experience negative natural change.
- 7.5 The areas projected to decrease in population are all concentrated in the west of Scotland. The largest relative population decreases are projected in Na h-Eileanan Siar (-4.8%), Inverclyde (-3.8%) and Argyll and Bute (-3.4%).
- 7.6 The population aged 75 and over is projected to increase in all council areas between 2016 and 2026. 29 out of the 32 council areas are also projected to experience an increase in their population of pensionable age and over.
- 7.7 Most areas are projected to see an increase in their working age population, with 21 of 32 council areas in this category. Parts of the west of Scotland and Scotland's island councils are projected to have a smaller working age population in 10 years' time.
- 7.8 Life expectancy is expected to increase in all areas of Scotland for both males and females.

8.0 OUTLOOK

- 8.1 Inverclyde Council welcomes the development of improved methodology for predicting migration in Scotland, and the recalculation of the population projections for Inverclyde. This will have a positive impact on the Council's Grant Aided Expenditure settlement and the allocation of other resources as well as local planning in a number of different areas such as education and health, for environmental scanning and for land-use and transport models.
- 8.2 The projections highlight potential future resource pressures on services used by populations over 75 years of age as this proportion of the population is expected to increase significantly.
- 8.3 As noted in paragraph 4.6, population projections have limitations. Many social and economic factors influence population change, including policies adopted by both central and local government. It is hoped that the work on delivering positive outcomes for the people of Inverclyde, coupled with the work being carried led by the Population Partnership to raise the profile of Inverclyde will have a positive impact on future migration and natural change and

encourage more people to come and live here.

9.0 IMPLICATIONS

9.1 Financial Implications - One off Costs

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments
n/a					

Financial Implications - Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (if applicable)	Other Comments
n/a					

9.2 Human Resources: none at present

9.3 Legal: none at present

9.4 Equalities: The population projections highlight a rise in an elderly population going forward which has implications for the Council in regard to the protected characteristic of age. Services are aware of this predicted increase and work such as reshaping care for elderly people will have a positive impact on the services older people receive.

9.5 Repopulation: The adjusted population projections confirm that previous predictions were unduly pessimistic. However, Inverclyde's population is still predicted to fall, and a continuing focus on making Inverclyde an attractive place to live is required. This work will be taken forward by the Population Partnership.

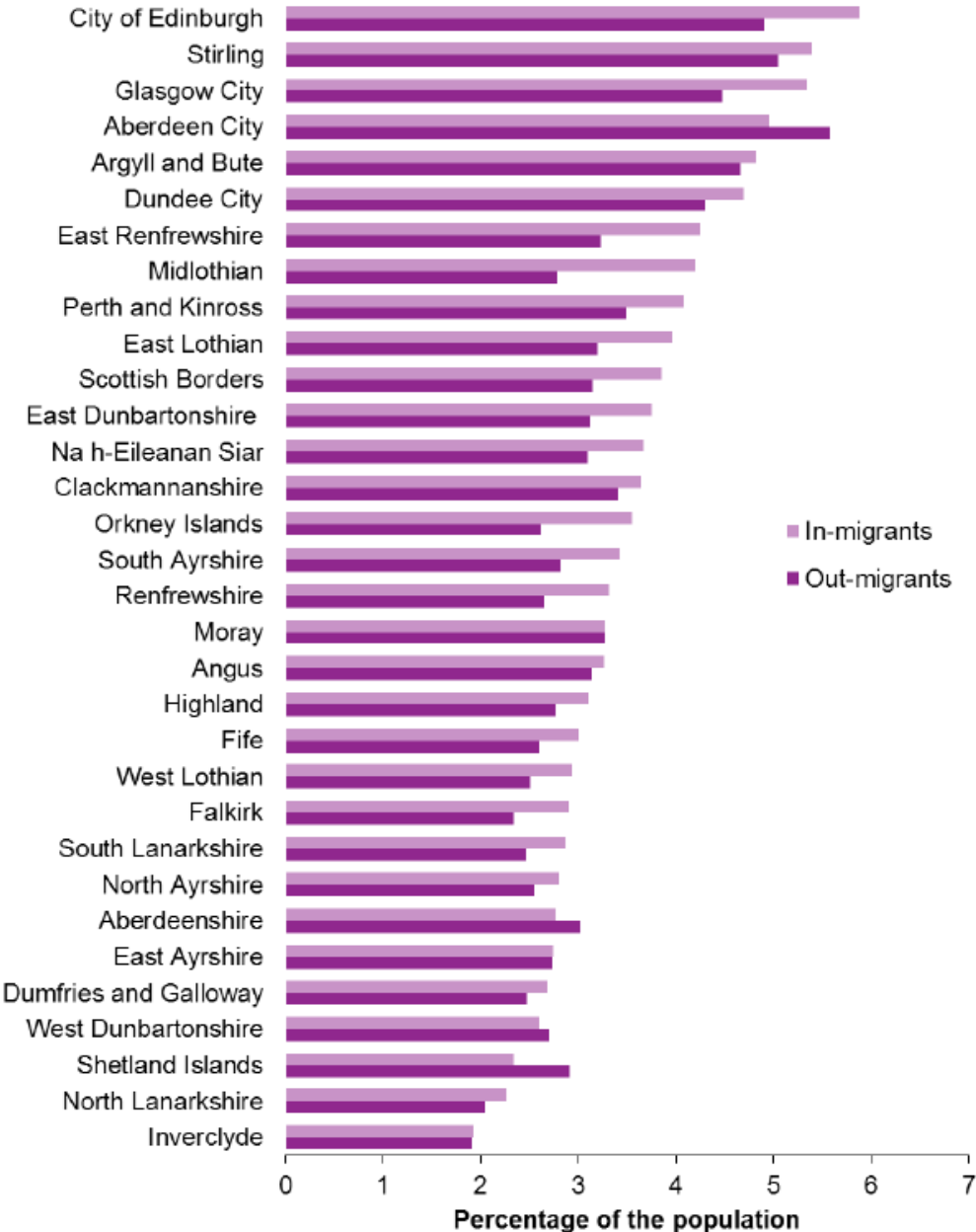
10.0 CONSULTATION

10.1 None

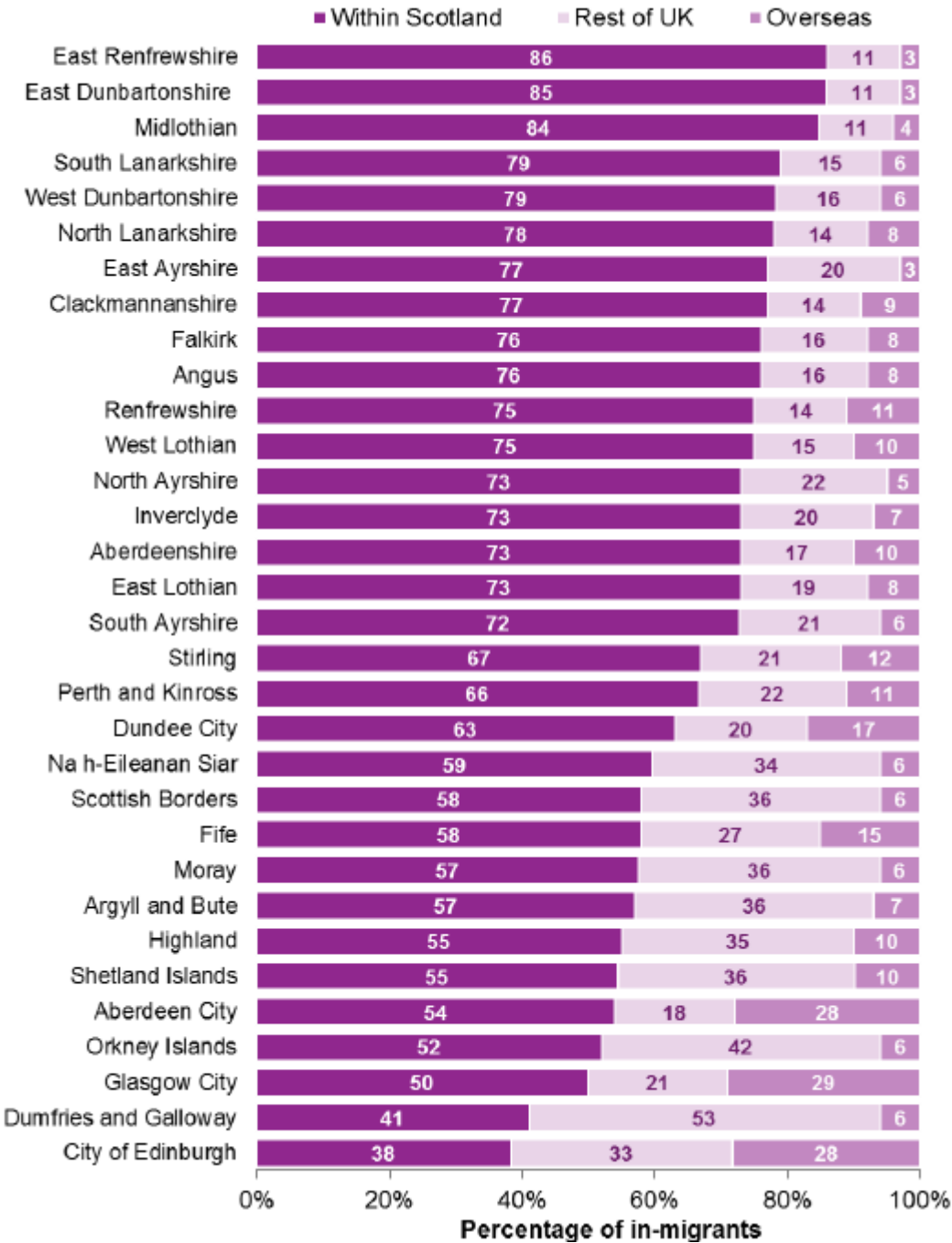
11.0 LIST OF BACKGROUND PAPERS

11.1 None

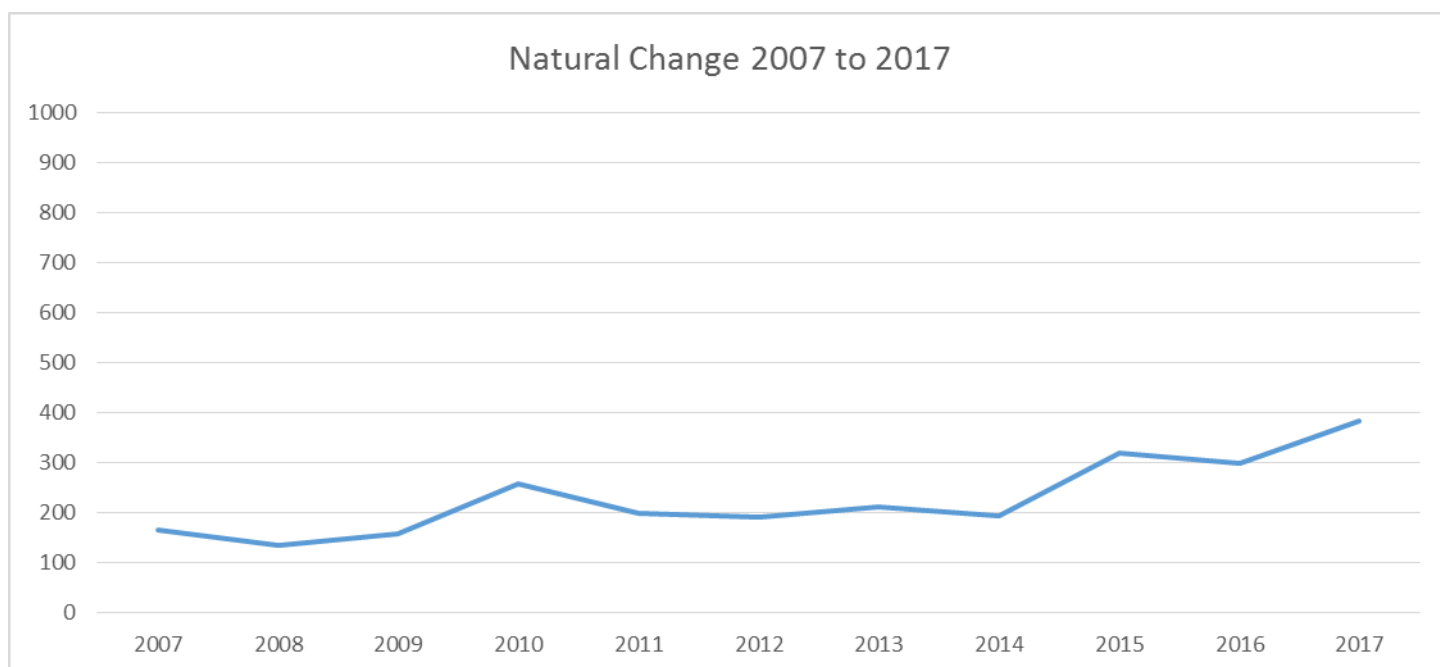
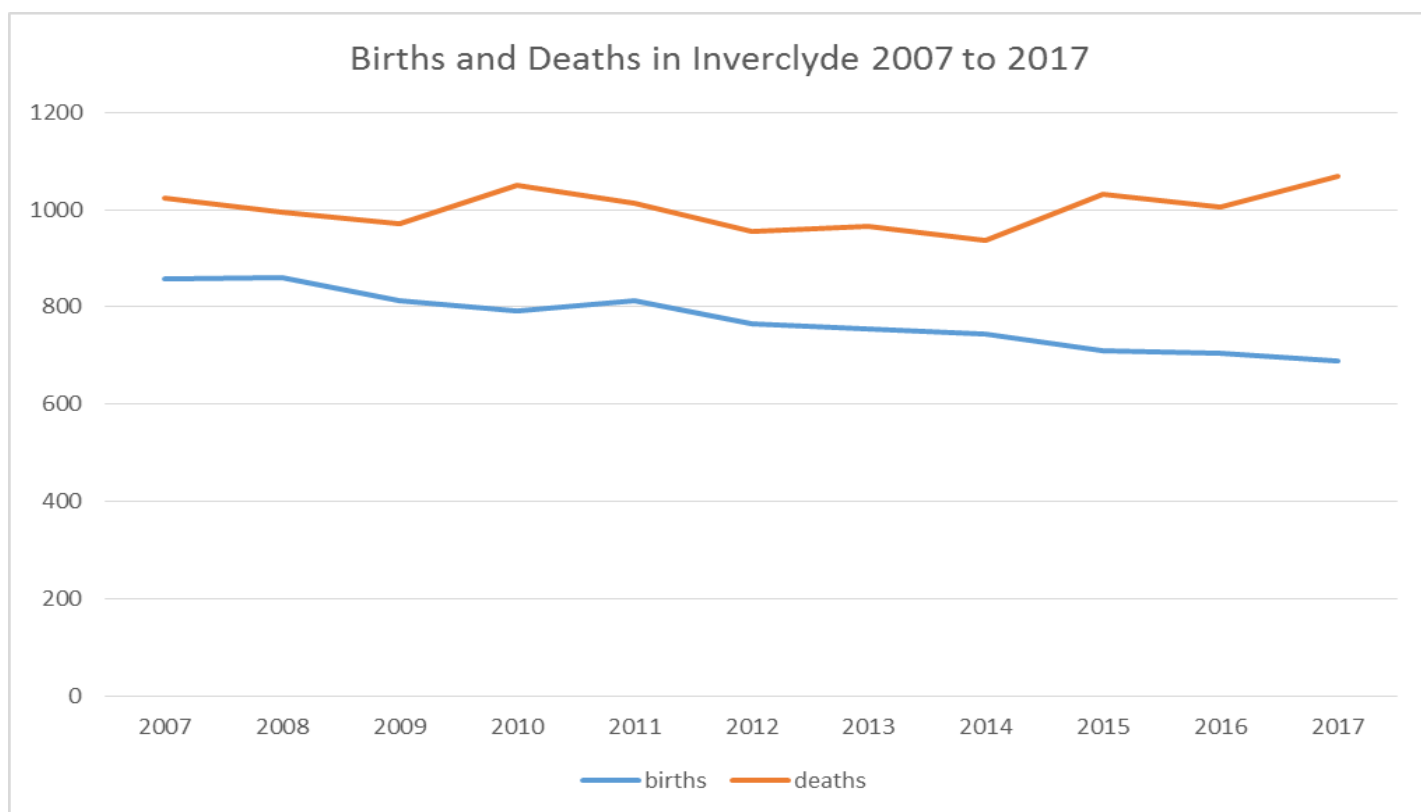
In and out migration from mid-2016 to mid-2017 as a percentage of the population by council area



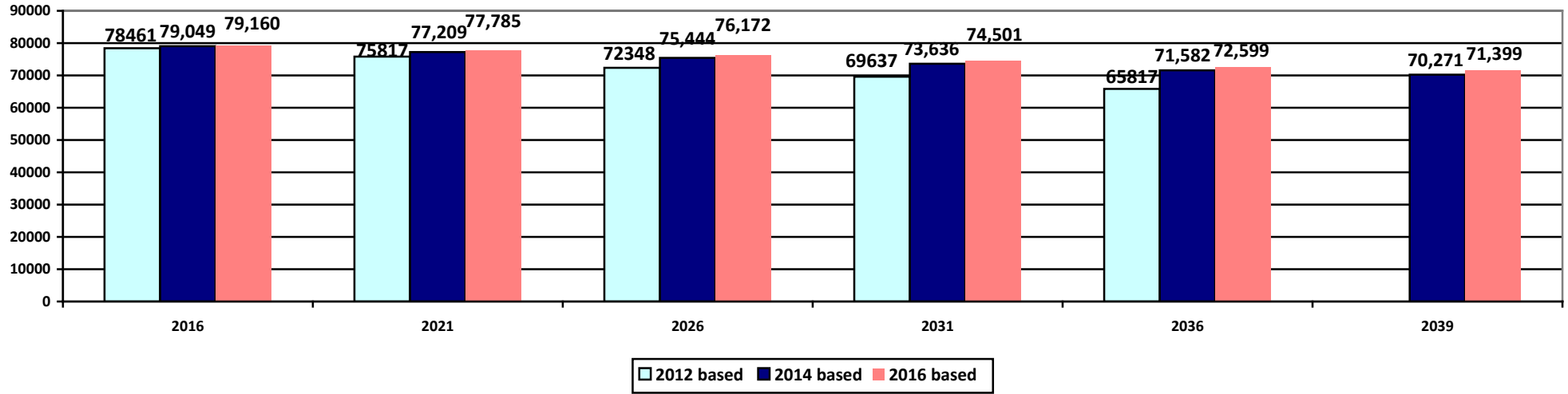
Origin of in-migrants by council areas mid-2016 to mid-2017



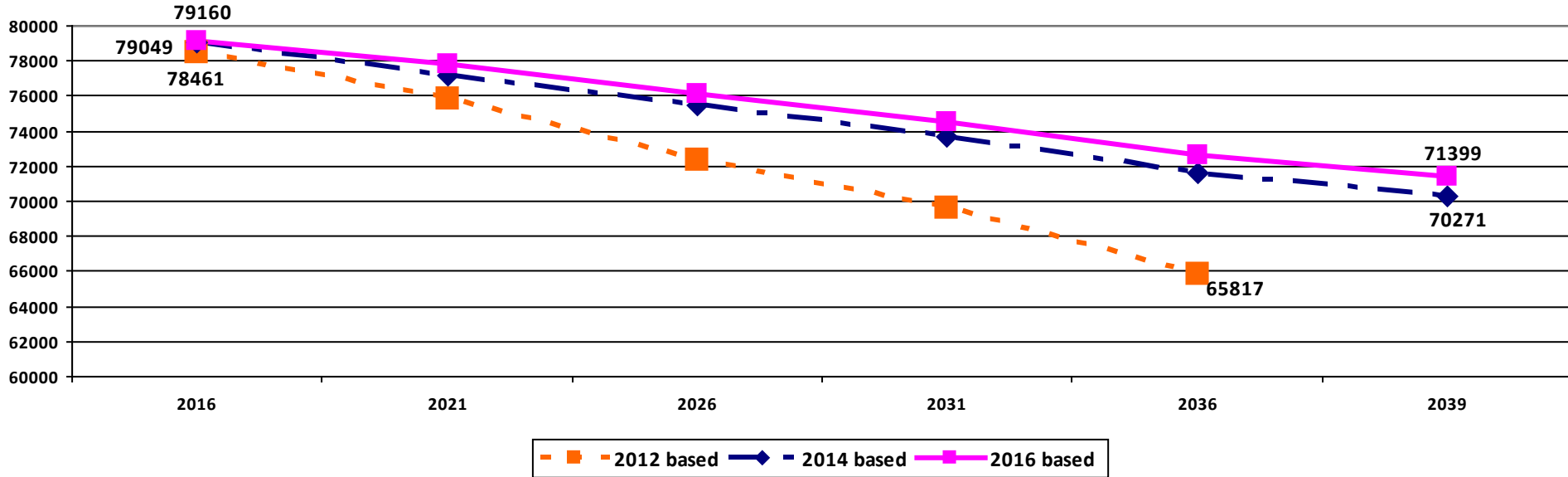
Birth and Death Rates and Natural Change



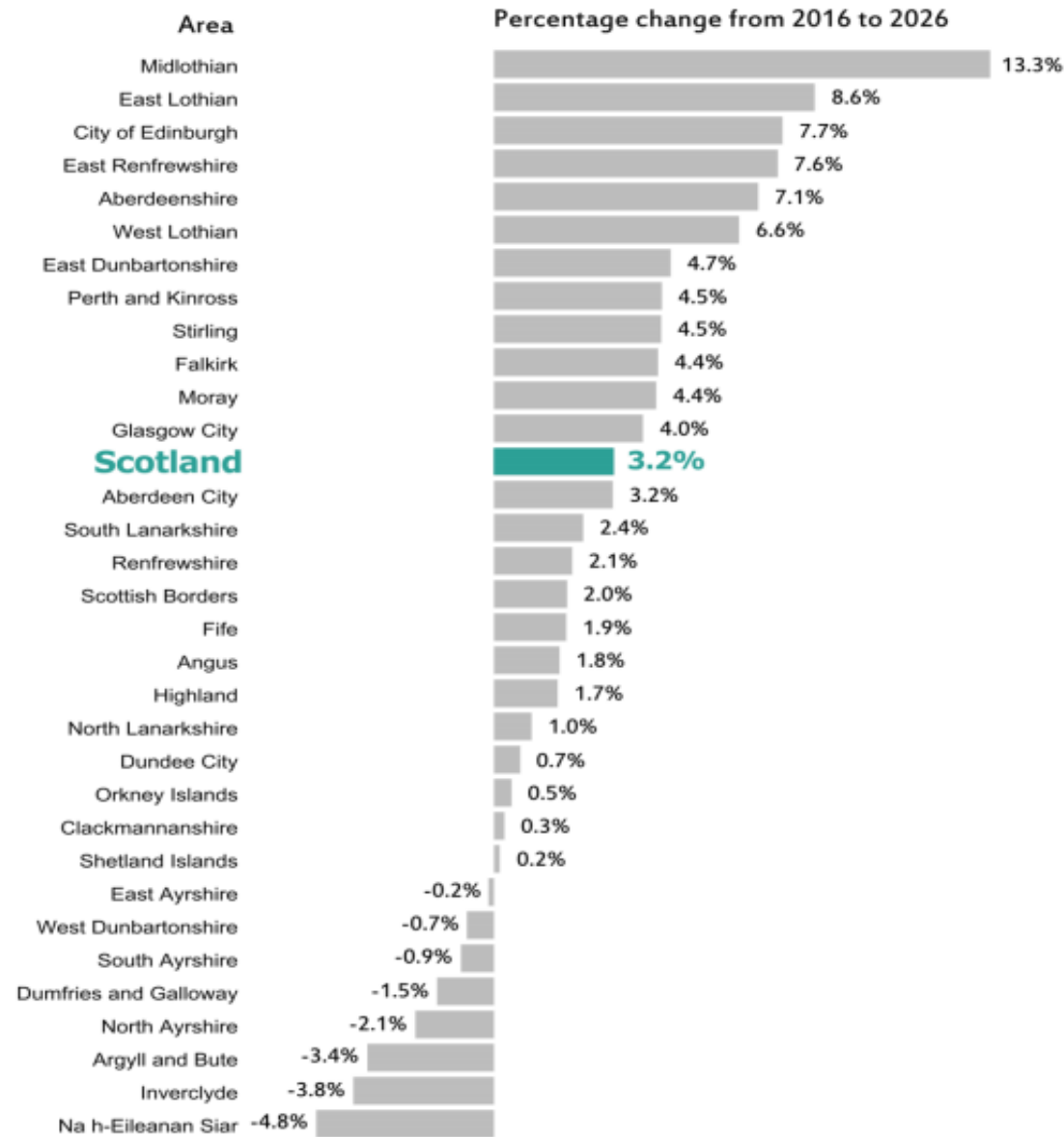
Comparison between NRS 2012, 2014 and 2016 based population projections for Inverclyde



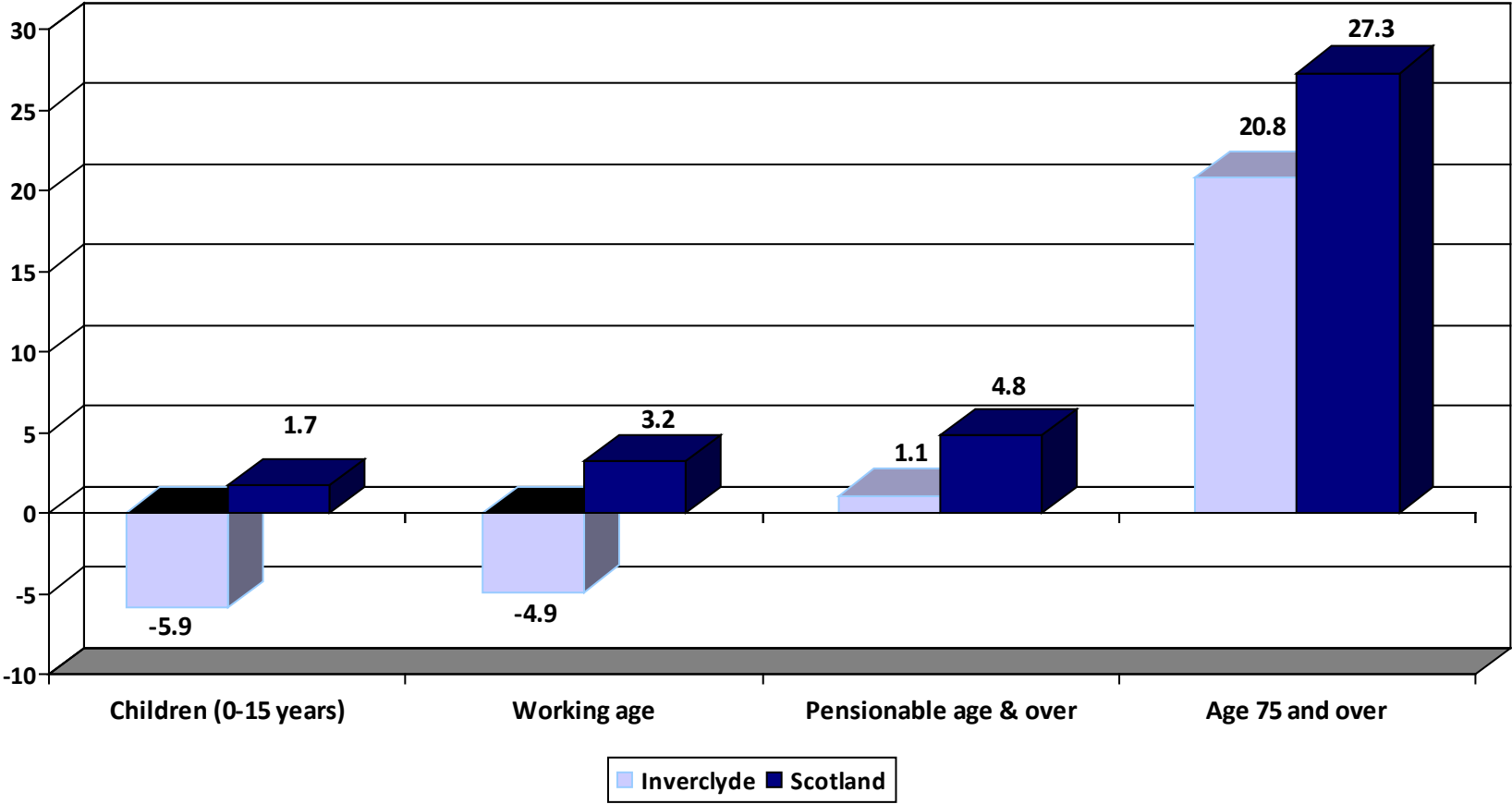
(n.b. 2012 population projections forecast to 2037 only)



Projected % change in population for all Scottish areas 2016 to 2026



% projected change in population by 2026 (selected ages) Inverclyde and Scotland



Report To:	Policy & Resources Committee	Date:	22 May, 2018
Report By:	Chief Financial Officer	Report No:	FIN/53/18/AP/CM
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	Accounts Commission Report – Challenges and Performance 2018		

1.0 PURPOSE

- 1.1 The purpose of this report bring to the Committee's attention the Accounts Commission report; Local Government in Scotland, Challenges and Performance 2018, to highlight relevant matters and seek approval for any actions arising.

2.0 SUMMARY

- 2.1 The Accounts Commission issued the annual report covering the challenges and performance of Local Government for 2018 in April, 2018. In line with previous practice the CMT reviewed the report and provide an assessment for Committee consideration.
- 2.2 The report highlights the main challenges facing Local Government in Scotland including the pace and scope of change, the increasing financial pressure on Councils and the increased requirement on Councils to ensure transformation plans are robust and deliver the anticipated results.
- 2.3 The report advises that despite these challenges, performance has be maintained or even improved in some areas however it is also clear that in some of those areas not "protected", public satisfaction levels and performance levels are dropping.
- 2.4 Within the report questions are posed for Members/officers to consider. These have been collated within Appendix 1 of this report and reviewed by the Corporate Management Team.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the contents of the Accounts Commission report, Local Government in Scotland, Challenges and Performance 2018 and approves the contents of the Action Plan in Appendix 1.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The Accounts Commission issue an annual report covering the challenges and performance of Local Government. The 2018 report was issued in April, 2018.
- 4.2 In line with previous practice, the CMT review the report, the questions posed and issues raised and thereafter a report is submitted to the Policy & Resources Committee for consideration. The full Accounts Commission report is attached as Appendix 2.

5.0 KEY MESSAGES AND OFFICER ASSESSMENT/COMMENT

- 5.1 The report highlights the significant pace of public sector reforms and highlights that many of these are now at a critical stage whilst demand is increasing in many areas and funding is being squeezed. Exhibit 1 on Page 11 of the report provides more detail on 12 of the largest changes.

Members will appreciate the pressure that addressing all these changes will put on senior officer capacity within the Council. Officers will flag up any resource issues within the Financial Strategy and the associated budget process.

- 5.2 The financial context for Councils forms a significant part of the report and was widely covered in the media at the time of the report's release. Audit Scotland confirmed that in real terms funding for Local Government has reduced by 9.6% over 2010/11-2018/19. In addition it recognises that demand has also risen and Exhibit 2 illustrates a potential scenario that if trends continue with Education and Social Care budgets largely protected then all other services will see a 26% cut in budgets between 2010/11 and 2025/26.

Members have received similar information on a number of occasions as part of the medium term Financial Strategy.

- 5.3 The need for properly scoped and resourced "transformation" programmes is highlighted as one way by which Councils may respond to the financial challenges. This requires strong leadership at a political and officer level to ensure that sustainable service change is achieved.

The Council has adopted the Delivering Differently Programme which is overseen by Directorate Change Boards and the CMT and thereafter reported to the Policy & Resources Committee. This Council's approach is acknowledged as being different from the large centralised transformation programme but is also acknowledged to be delivering tangible change and savings.

- 5.4 Despite the above challenges Councils are demonstrating in many cases that they have maintained or improved performance. This is illustrated in Part 3 of the report which is largely based on the Local Government Benchmarking Forum (LGBF) annual exercise, the 2016/17 results of which were reported to the Committee in March, 2018. The report highlights that maintaining performance in some areas which are bearing the brunt of budget reductions will prove increasingly difficult in the future.

Exhibit 11 of the report shows the positive performance of the Council in terms of attainment against deprivation levels with a specific mention in paragraph 76.

- 5.5 The Council appears in other exhibits within the report and these confirm a number of matters which are reported to Members on a regular basis namely; Inverclyde has a reducing overall population but an increasingly elderly population (Exhibit 4) and that this impacts on the level of funding received (Exhibit 5) or that the Council has reduced its workforce by 13% over the last 7 years due to funding reductions (Exhibit 6).

6.0 ACTION PLAN

- 6.1 Within the report questions are posed for Members/officers to consider. These have been collated within Appendix 1 of this report and reviewed by the Corporate Management Team.

6.2 Where actions are identified, these will be tracked by the CMT and where appropriate included in the new CDIPs.

7.0 IMPLICATIONS

7.1 Finance

There are no direct financial implications arising from this report.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A					

7.2 Legal

There are no direct legal implications arising from this report.

7.3 Human Resources

There are no direct HR implications arising from this report.

7.4 Equalities

Has an Equality Impact Assessment been carried out?

Yes See attached appendix

No This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

7.5 Repopulation

The need for the Council to continue with its efforts to slow down and if possible reverse the decline in the area's population is clear from this report. By implementing the actions in Appendix 1 and engaging with communities as the Council changes aspects of service delivery then this will ensure services are shaped to meet the needs of the population.

8.0 CONSULTATIONS

8.1 The CMT have approved the Action Plan in Appendix 1.

9.0 LIST OF BACKGROUND PAPERS

9.1 None

Challenges & Performance 2018 - Actions

Appendix 1

	Issue Raised for Members	Officer Response	Further Action/By Whom	Target Date
1/	Have you considered how policy & legislative changes will affect how you council operates?	Committees receive regular reports on the main policy & legislative changes. These are all captured in CDIPs and where appropriate, the Finance Strategy.	No additional action proposed	N/A
2/	How are you involving local communities and empowering them to design and deliver services that suit local need	<p>The Our Place Our Future Survey was a partnership survey carried out in 2017 to inform the development of the LOIP priorities. 1.7% of the population responded to the survey. A Locality Planning Strategic Implementation Group, chaired by the Corporate Director HSCP, has been established to oversee the process of establishing locality planning. The group has responsibility for developing a proposed model for locality planning, overseeing community engagement and establishing Locality Partnerships.</p> <p>Significant user network (Your Voice) supports the Council to co-produce services.</p>	<p>Quarterly progress reports to be submitted to LOIP Programme Board and Alliance Board.</p> <p>Corporate Director HSCP</p>	As per meeting schedule.
3/	Does your council have regular discussions with communities about service priorities and what level of service the council can afford to provide in the future?	The Council runs an annual Budget Consultation exercise which forms part of Members Budget decision making process.	No additional action proposed	N/A

4/	Do you know what training is available to help you fulfil your duties? Does the training meet your needs?	The Council operates a comprehensive member induction process which includes training on a wide range of issues. Thereafter Members have a personal development plan where further training opportunities are identified.	No additional action proposed	N/A
5/	Have you considered the demographics of your Council and how this will impact on the service delivery and funding in the future?	Future demographic trends are at the heart of the Council's Corporate Plan, CDIPs and Finance Strategy. Service delivery requirements are regularly reviewed in light of latest projections.	No additional action proposed	N/A
6/	Does your Council have a medium and long term financial plan in place?	The Council has a medium and longer term financial plan which is reviewed and reported to the Council 6 monthly	No additional action proposed	N/A
7/	Does your Council link budgets to plans and outcomes and report on these?	The Council aligns budget savings and investments to policy priorities. Allocating budgets to outcomes is challenging but officers continue to look at ways of achieving this in a meaningful way.	Better align budgets to priorities in the new Corporate Plan Head of OD, Communications and Policy / Chief Financial Officer	October, 2018
8/	Does your council have the right structures in place to ensure that all your efficiency, improvement and transformational approaches are working together to maximise savings?	The Council approved the Delivering Differently approach in 2016 which is managed through Directorate Change Boards with progress reviewed bi-monthly by the CMT and reported annually to the Policy & Resources Committee to ensure a corporate approach.	No additional action proposed	N/A

9/	<p>Does your Council have an organisation – wide workforce plan?</p> <p>Does it contain information about the numbers, costs and skills of the actual and desired workforce ?</p>	<p>The Council has an overarching People & OD Strategy which sets out key workforce and organisational development priorities and actions over the period 2017-20. Annual reports are also submitted to committee which highlight the key corporate workforce planning actions which link to the financial challenges and the forecasted reduction in staff numbers as well as future service objectives and demands.</p>	<p>More detailed workforce and succession plans at service level have recently been developed which focus on the skills and make-up of the future workforce and any costs associated with this. A key action going forward is to ensure these plans are implemented, monitored and reviewed via DMT's, SMT's and the Council's Corporate Workforce Planning and Development Group.</p> <p>Head of OD, Communications & Policy</p>	<p>Update report to P&R February 2019</p>
10/	<p>How is your council looking to maximise income?</p>	<p>The Council reviews fees and charges as part of the annual budget process and reviews it's Charging Policy every 3 years. Members also receive annual reports in terms of Debt Recovery performance.</p>	<p>Refreshed Corporate Charging Policy to be put to Committee later in 2018.</p> <p>Chief Financial Officer</p>	<p>P&R Committee November, 2018</p>
11/	<p>Does your Council compare its policies and priorities to raise income with other councils?</p>	<p>The Council will benchmark with Councils when proposing fee increases and took part in a national charging benchmarking exercise in 2017</p>	<p>No additional action proposed</p>	<p>N/A</p>

12/	Does your transformation activity contain plans for truly transformational change? Will it improve service and save money?	<p>The Delivering Differently programme contains a number of projects which will change the way services are delivered and save money.</p> <p>The Council closely monitors performance and reports on performance are presented to Members for consideration & review.</p>	No additional action proposed	N/A
13/	Have you invested in the right resources for your transformation activity to achieve its planned savings?	As transformation is led by core service employees and not a centralised team or consultants there is greater ownership of the transformation process leading to greater confidence in delivery of the transformational change/savings.	No additional action proposed	N/A
14/	Does your council have the necessary governance structures to effectively oversee and monitor its transformation activity?	As outlined above, transformation within the Council is managed through the monthly Directorate Change Board meetings, bi-monthly updates to the CMT and reports to members via CDIPs (quarterly) and the Delivering Differently annual update.	No additional action proposed	N/A
15/	What is the risk appetite for transformational change and are risks properly monitored?	Transformational budget savings are identified and monitored as part of the budget and the same rigour is applied as all other budget savings. Projects are discussed on a regular basis with the Trades Unions via the JBG.	No additional action proposed	N/A

16/	What will be the financial implications be for your council if your transformation strategy fails to meet its saving target?	The Council has not set a high level savings target for a transformation programme but rather develops savings on the basis of project detail. This is more transparent and deliverable.	No additional action proposed	N/A
17/	Does your council follow the core principles for successfully planning digital projects outlined in our “Principles for a digital future” report?	The Council’s manages and monitors digital projects through the Delivering Differently structure and this meets the principles outlined in the Audit Scotland report.	No additional action proposed	N/A
18/	How well does your council report performance to local communities? Is there a link to outcomes, priorities and budgets in your performance reporting?	The Council has an established Public Reporting Framework which uses Inverclyde performs. Regular reports are submitted to Committee and the public can access information via the Council website. The Council links priorities and actions to outcomes and as indicated above will seek to strengthen the link to budgets as part of the new Corporate Plan.	No additional action proposed	N/A
19/	Have you considered what lessons you can learn from other councils who are delivering services well?	The Council is a regular participant in the LGBF Family groups and both visits other Councils and hosts other Councils in order to share best practice.	No additional action proposed.	N/A

20/	How can you better engage with local communities to understand why public satisfaction is declining?	The Council operates a range of measures to engage with the public and reports the results with associated commentary to Committee. Community engagement will continue to identify and act upon any specific concerns.	No additional action proposed	N/A
21/	How are your council and IJB managing demand for social care services and what preventative measures are available in your council?	<p>The IJB and Council work very closely throughout the year to identify demand pressures and where appropriate these are factored into the budget process.</p> <p>The Council operates a range of preventative strategies which are jointly agreed with the IJB and monitored via Council, NHS Board and IJB Committees and where appropriate, the Directorate Change Board.</p>	No additional action proposed	N/A
22/	<p>Do you know how budget cuts have affected your smaller services?</p> <p>Do you know the impact of spending reductions on the services your council provides?</p>	<p>The likely impact of funding reductions is reported to Members as part of the budget setting process and then actual impact is monitored by officers.</p> <p>Impact on individual performance measures and the overall LGBF performance is reported to members via the annual LGBF report and the Corporate and Directorate performance reports.</p>	No additional action proposed	N/A

Local government in Scotland

Challenges and performance 2018



ACCOUNTS COMMISSION 

Prepared by Audit Scotland
April 2018




The Accounts Commission

The Accounts Commission is the public spending watchdog for local government. We hold councils in Scotland to account and help them improve. We operate impartially and independently of councils and of the Scottish Government, and we meet and report in public.

We expect councils to achieve the highest standards of governance and financial stewardship, and value for money in how they use their resources and provide their services.

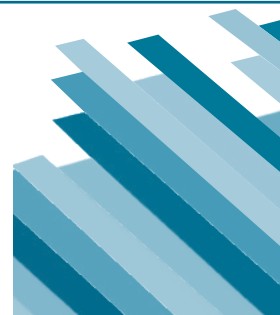
Our work includes:

- securing and acting upon the external audit of Scotland's councils and various joint boards and committees
- assessing the performance of councils in relation to Best Value and community planning
- carrying out national performance audits to help councils improve their services
- requiring councils to publish information to help the public assess their performance.

You can find out more about the work of the Accounts Commission on our website: www.audit-scotland.gov.uk/about-us/accounts-commission 

Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. We help the Auditor General for Scotland and the Accounts Commission check that organisations spending public money use it properly, efficiently and effectively.

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Exhibit data

When viewing this report online, you can access background data by clicking on the graph icon. The data file will open in a new window.

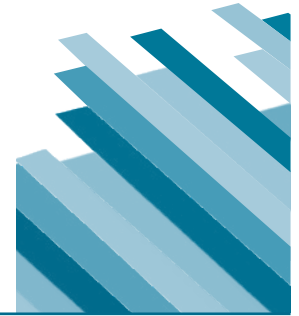
Audit team


The core audit team consisted of: Carol Calder, Sally Thompson, Claire Richards, Ashleigh Madjitey and Ruth Azzam, with support from other colleagues and under the direction of Ronnie Nicol.



These question mark icons appear throughout this report and represent questions for councillors.

Chair's introduction



This year's local government overview report, *Local government in Scotland: Challenges and performance 2018*, complements the Commission's [Local government in Scotland: Financial overview 2016/17](#)  published in November 2017. This overview focuses on the wider challenges and issues facing councils as well as their performance and the impact of reduced financial resources.

Councils continue to face challenges on a number of fronts, not least the challenge of continuing to deliver a wide range of services to local communities with reducing budgets. Councils have done much to reduce spend and at the same time continue to deliver services for their local communities. Transformational change is increasingly important to councils as they seek to improve local outcomes with less money. Implementing successful transformation is not easy and audit work shows progress across the 32 councils is mixed. The scale of the challenge means the pace of change needs to improve in some councils. Successful transformation requires robust planning, clear and coherent leadership and suitably skilled staff. Some councils may need to invest in the short term to save in the long term.

Another challenge is the changing landscape in which councils operate. These changes introduce significant uncertainty as well as increasing complexity. For example, the UK's decision to leave the European Union could have a significant impact on Scotland's councils, but the detail of this is not known. Both Scottish Government's review of education and of local governance could have a significant impact on the role councils play, but again the details are not yet evident. Similarly, the creation of economic partnerships could impact on each council's role in the important area of economic regeneration and growth.

The Accounts Commission recognises the difficulties such uncertainty and pressure bring to councils and the added challenge these represent for medium and long-term planning. However, these same uncertainties mean that planning has never been more important. Robust plans that project how council outcomes and priorities will be delivered and funded within reducing budgets are essential to ensure the sustainability of services for the public.

Last year was the first full operational year for Integration Joint Boards. This represented a major shift for local government and it is clear that councils, and their IJB partners, have a significant task in providing social care and support for those in need.

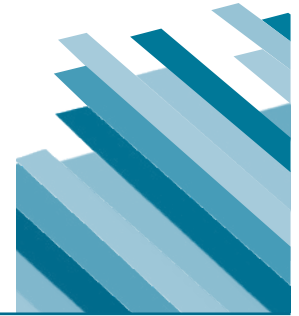
The impact of increasing social care demands from an ageing population on council budgets is clear and means a higher proportion of council money being spent on social care services. This has reduced the amount councils have to spend on other areas and going forward, this has the potential to cause tensions between local and national priorities and risk the viability of some services.

Good work is being done across local government, and there is much councils can learn and share with each other. Looking ahead, councillors and senior management, working closely with their communities, will continue to be faced with difficult decisions on where limited resources should be allocated. It is now more important than ever that these decisions are taken in a planned and coordinated way, and that the impact of decisions on communities and outcomes is transparent and understood.

I hope you find this overview useful, and would welcome any feedback you may have.

Graham Sharp
Chair of the Accounts Commission

Summary



Key messages

- 1** Local government in Scotland continues to operate in a complex and changing environment that involves increasing levels of uncertainty. While details of the terms for the UK's withdrawal from the European Union are not yet clear, there will likely be significant and profound implications for our 32 councils. Meanwhile, the Scottish Government remains committed to a significant pace of public sector reform, with some major changes for local government at key stages of implementation. These events are taking place in the overall context of substantial reductions in public spending alongside increasing demand for many local public services.
- 2** Developing new ways of working – or transformational change – is now an essential part of the agenda for councils as they respond to these challenges. Delivering savings is becoming increasingly critical, with forecast funding gaps higher than current levels of reserves for some councils. Where councils have properly scoped, resourced and managed their transformational work, they are more likely to successfully deliver sustainable service change. Cohesive, decisive leadership is required that brings officers, councillors and their communities together to address the major challenges councils face.
- 3** Councils are engaging with the increasingly difficult task of managing the competing priorities of reducing costs and maintaining services for an ageing population. Under current arrangements, some councils can expect to see government funding fall further than others as their total population declines while their older population grows and demand for key services, such as social care, increases. Councils are also implementing significant policy and legislative changes, some of which increase expectations on, or the duties of, councils and many will have additional resource implications. The detail of what these changes will mean is not yet clear in some cases.
- 4** Councils have done a considerable amount to manage the impact of continued budget reductions, and national indicators suggest they have maintained or improved performance in a number of areas. However, there is also evidence that budget cuts are having an impact on services, and customer satisfaction levels have fallen. Some services are not keeping up with demand and there is a risk that quality is being affected. Smaller services, which often include important regulatory functions, have borne the brunt of funding reductions although the impact of this on these services is not always made

clear. In making difficult choices, councils need to continue to work with communities to understand the impact of reduced spending on services and communities and to clearly report this to the public.

Recommendations



While councils have done much to reduce spend, deliver services differently and work with their communities, financial and population pressures are likely to continue. Effective leadership and robust planning is more important than ever to ensure council services remain sustainable.

Councils should ensure they are continuously improving their work in key areas by:

- looking to the future:
 - continuing to improve understanding on how the landscape within which their council operates may change, by considering its demographics, the public spending environment and policy changes
 - using this information to inform council priorities
 - developing long-term financial and scenario planning that takes these factors into account and considers the impact on all their services and their users
 - considering how to make the most of new technology, for example streamlining processes and communicating differently with service users
- working with communities - so that they are actively involved in decision-making, know the effect decisions are expected to have on services and communities and see the impact of community empowerment
- focusing on the delivery of priority outcomes through:
 - working with communities to understand their needs
 - establishing effective cross-party relationships to work together and make the sometimes difficult decisions needed to achieve the council's priorities
 - clearly linking budgets to plans and outcomes
- establishing robust change strategies and developing realistic plans for transforming services, which incorporate:
 - effective leadership and good governance arrangements
 - robust options appraisal
 - strong financial management
 - properly scoped and resourced plans

- ensuring change strategies are supported by:
 - realistic savings plans with long-term implications and mitigation against unintended impact on other services and communities
 - effective workforce planning to retain and recruit people with the right skills to deliver sustainable future services
 - income generation plans
 - workforce and member support, training and development
 - evaluating and reporting:
 - the impact that significant budget reductions, savings, workforce changes and service redesign are expected to have and have had on service delivery and quality
 - using the data collected and monitored to report publicly on the quality of services, as well as user satisfaction with those services.
-

About this report

1. This report provides a high level, independent view of the challenges facing councils in Scotland, how councils are responding to these challenges and how service performance has been affected. It draws on findings from [Local Government in Scotland: Financial Overview 2016/17](#) , local government audit work in 2017 (including annual audits, Best Value Assurance reports and national performance audits) and published performance data. All national and individual council audit reports are available on our [website](#) .


2. The report is not intended to be a comprehensive review of all issues facing councils. It highlights key challenges councils face and looks at some of the main ways councils are responding to increasing demand and reduced funding. Where specific examples of council activities or circumstances are referenced, the implication is not that the named councils are the only ones engaging in these activities or experiencing these circumstances. The report is intended to inform the public and its representatives and, in particular, local government councillors and senior council officers to support them in their complex and demanding roles. It covers three areas:

- [Part 1](#), the current and future challenges facing councils.
- [Part 2](#), how councils are responding to these challenges.
- [Part 3](#), the impact on performance in key service areas and public satisfaction.

3. The 2017 local government elections resulted in many new councillors and changes to the political make-up of councils. To help councillors, we have produced the following supplements to accompany this report.

- A scrutiny tool for councillors – this has example questions that councillors could ask to help them understand their council's position, scrutinise performance and assist in making difficult decisions. Councillors should feel

they fully understand, and are satisfied with, the answers to the questions that are most relevant to them in their role within the council.

- [An interactive online tool](#)  which contains performance information for individual councils. It is designed to allow councillors, officers and members of the public to better understand how their council is performing compared to others.

4. Where possible we have used financial information from Scottish Local Government Statistics as these provide a breakdown of spending by service. Where this has not been possible we have used figures from councils' annual accounts. We refer to real-term changes in the report, meaning that financial figures are adjusted for inflation. Our analysis of local government funding adjusts figures into 2018/19 prices to reflect the current year. Where the report focuses on council performance in 2016/17, figures have been adjusted to 2016/17 prices.

Part 1

The challenges for councils



Key messages

- 1** Councils are operating in a complex, changing and increasingly uncertain environment. The sector faces potentially significant change from the UK's decision to leave the European Union. The review of local governance announced by the Scottish Government and COSLA aims to give people more say in local decision-making, and may have a significant impact on councils.
- 2** Council revenue funding from the Scottish Government has fallen in real terms by 9.6 per cent between 2010/11 and 2018/19. This has presented councils with a major challenge in delivering services and making savings. However, some national policies, and ongoing spending commitments such as pension and debt costs, mean there are limitations on where councils can make savings. Smaller service areas, which often include important regulatory functions, have seen the biggest budget reductions, while education and social care services take up a growing proportion of council spend.
- 3** Scotland's population is getting older, leading to increased demand for social care services and fewer working age people to fund public services. Population change brings different challenges to different councils and also has financial implications. Under current arrangements, some councils can expect to see Scottish Government funding fall further than others as their total population declines, while their older population grows and demand for services increases.
- 4** New legislation involves councils developing fresh approaches to community empowerment. There are some examples of good work taking place, including new ways in which councils consult with, listen to and work with local people and communities. However, they are still at the early stages of realising the ambitions of the Community Empowerment Act and there are signs that these approaches do not reach everyone. In 2016, only 23 per cent of adults agreed that they can influence decisions affecting their local area.¹

Councils are operating in an increasingly complex and uncertain landscape

- 5.** Councils provide a wide range of important services for local residents and communities. Increasingly councils are working in partnership with other public, private and third sector organisations as they work to find the best way to deliver services in the future.



6. In recent years, the role of Scotland's councils and the services they provide have been subject to significant legislative and national policy changes from UK and Scottish governments. Some changes increase expectations on or duties of councils. Some change councils' role. Some have significant financial implications, while the implications of others are not clear. All of this means additional work for councils to understand these changes and manage and implement them accordingly [Exhibit 1](#)

Have you considered how policy and legislative change will affect how your council operates?

Exhibit 1

Implications for councils of key UK and Scottish legislative and policy changes

Legislative and policy changes often lack clarity or detail but can require substantial change.



Increased expectation



Change the role of council



Lack of clarity



Financial implications

Implication	Changes			
<p>Withdrawal from the European Union</p> <p>Impact of UK's decision to leave the European Union (EU) is unknown but could be significant for councils in terms of funding (Scotland has been allocated € 940 million in funding from the EU for 2014 to 2020) and workforce (19,000 EU nationals are employed in education, health and public administration).^{1,2}</p>			✓	✓
<p>City region deals and growth deals</p> <p>In its 2017/18 programme, the Scottish Government committed over £1 billion over the next ten to 20 years to five city region deals (Aberdeen, Edinburgh and the South East, Inverness, Glasgow, Stirling and Tay Cities).³ The UK Government and councils are also contributing significantly to the deals.</p> <p>City deals will require strong partnership working between councils and a wide range of public and private partners. Councils will need to determine roles and responsibilities, accountability and performance reporting. We will report on city deals in 2019/20.</p>	✓	✓	✓	✓
<p>Integration of health and social care</p> <p>All integration joint boards (IJBs) were operational in 2016/17. IJBs are responsible for commissioning health and social care services, so councils are no longer wholly responsible for social care services. Arrangements for financial planning, budget monitoring, risk and performance management vary and continue to evolve. We will audit the effectiveness of health and social care integration in 2018.</p>	✓	✓	✓	
<p>Education reform</p> <p>The Scottish Government aims to create a school and teacher led education system, where decisions and funding will be at school level and Regional Improvement Collaboratives (RICs) will provide support to schools.</p> <p>Under proposals, councils would retain their duty to improve the quality of school education but would do this through the RICs rather than directly. It is not clear yet how this would affect councils' roles in education or their ability to scrutinise performance. The financial implications of these proposals for councils are also unclear. The Scottish Government has also consulted on the funding model for school education.</p>		✓	✓	✓

Exhibit 1 (continued)



Increased expectation



Change the role of council



Lack of clarity



Financial implications

Implication	Changes			
<p>Barclay review of non domestic rates (NDR)</p> <p>In 2017/18, NDR made up 28 per cent of revenue funding from Scottish Government to councils. In August 2017, the Barclay review published 30 recommendations on NDR to better support business growth and long-term investment, and to better reflect changing marketplaces.</p> <p>The Scottish Government accepted most of the recommendations. There are expectations that implementing these could cost an additional £80 million a year. It is not yet clear who is responsible for these costs.⁴</p>				
<p>Enterprise and skills review</p> <p>The Scottish Government's review of the enterprise and skills system in 2016 recommended the creation of regional economic partnerships be led by councils.</p> <p>The implementation of this is still at an early stage but changes will impact on councils' work to support local businesses and business gateways.</p>				
<p>Early Learning and Childcare</p> <p>The Scottish Government is committed to extending free childcare for all three- and four-year-old children and some two-year-olds from 600 hours to 1,140 hours by 2020. Councils had to produce plans for the expansion by September 2017 without knowing the full details about funding or how the scheme will work.</p> <p>Our report Early learning and childcare found that there are significant risks that councils will not be able to deliver the additional hours by 2020.⁵</p>				
<p>Community Empowerment Act</p> <p>See paragraphs 8 to 13 below</p>				
<p>Named Person provision</p> <p>Under current Scottish Government plans every child in Scotland would have a named person responsible for helping them get the support they need. In many cases, these will be teachers. However, there are delays to the scrutiny of the Bill introducing the named person provision after the Supreme Court ruling against the scheme in July 2016.</p>				
<p>Local Governance review</p> <p>The Scottish Government aims to strengthen local decision-making and democratic governance in ways that improve outcomes for local communities and give greater control to those who live and work in the area. The Scottish Government and COSLA launched a review in December 2017 to consider how decisions are made about Scotland's public services with the aim of devolving more power to communities. The review's findings will contribute to a Local Democracy Bill which will be introduced before the end of the Parliament in 2021.</p>				

Cont.

Exhibit 1 (continued)



Increased expectation



Change the role of council



Lack of clarity



Financial implications

Implication	Changes			
<p>Islands Bill</p> <p>The Islands (Scotland) Bill was introduced to the Scottish Parliament in June 2017. It contains a number of measures to ensure a sustained focus on the needs of Scotland's island communities.</p> <p>Once in place, the Islands Bill will require public bodies to prepare an Island Impact Assessment when introducing new or revised policy, strategies or services that may impact island communities differently to other communities. This will require councils to identify the direct and indirect consequences and adjust their proposals accordingly. They will also be required to report every year on the impact of island proofing on their functions.</p>	✓	✓		
<p>Scottish Crown Estate Bill</p> <p>Crown Estate assets include most of the seabed, 590 square kilometres of foreshore, rural land, commercial property and the rights to wild salmon fishing and naturally occurring gold and silver.</p> <p>The Scottish Crown Estate Bill allows public bodies, including councils and community organisations, to manage the Crown Estate in Scotland. The Crown Estate will remain property of the Queen and any revenue will be paid to the Scottish Government.</p> <p>This would be an additional role for councils to manage which is likely to have financial and staffing implications.</p>	✓	✓		✓

Notes:

1. European funding in Scotland 2014-20, Scottish Parliament Information Centre, November 2016.
2. EU nationals living in Scotland, Scottish Parliament Information Centre, November 2016.
3. A Nation With Ambition: The Governments Programme for Scotland 2017/18.
4. Debate in Scottish Parliament, 12 September 2017.
5. [Early learning and childcare](#) , Audit Scotland, February 2018.

Source: Audit Scotland

Councils and their partners are developing fresh approaches to empowering local communities and actively involving them in making decisions

7. Councils are now required to fulfil the expectations of the Community Empowerment Act (Scotland) 2015. This seeks to ensure communities are actively involved in deciding how public services are planned and provided and seeks to empower community bodies through transferring ownership of land and buildings. It intends to enhance outcomes for communities by improving the process of community planning, involving communities at all stages and ensuring that local service providers work with communities to meet the needs of the people using the services.

8. Community empowerment is a complex area and will require new ways of thinking about what constitutes good and effective community empowerment and how to work most effectively with the range and diversity of local communities. Underpinning



How are you involving local communities and empowering them to design and deliver services that suit local need?

the Act is the intention to reduce inequalities. The Act could have staffing and funding implications as councils seek to work more closely with disadvantaged harder-to-reach groups or could provide savings where communities take over council services. Public sector partners will benefit from working together and sharing their learning experiences across sectors and organisations where possible.

9. All Community Planning Partnerships (CPPs) published a Local Outcome Improvement Plan (LOIP) for the first time in October 2017 setting out their local priorities. It will be important for CPPs to use a robust evidence base to target those groups of people in greatest need and reduce inequalities. Clackmannanshire Council and its partners worked closely with communities in developing the new LOIP. This includes a more focused set of priorities for specific geographic areas and particular groups of people such as children and women and these will provide a clear basis for prioritising resources in the future.² It is too early to assess the full impact of LOIPs. The Improvement Service will publish an overview of LOIPs in 2018, summarising the LOIPs and identifying good practice.

10. Best Value Assurance reports (BVARs) show that councils are committed to community empowerment and there are some examples of good work taking place. However, they are still at the early stages of realising the ambitions of the Act. Councils will need to continue to develop their approaches to community empowerment and there is some evidence that there is room for improvement. For example, in 2016 only 23 per cent of adults agreed that they could influence decisions affecting their local area; this figure has remained relatively static since 2009.³

11. Councils continue to use mainly traditional approaches of community engagement to find out local people's views, for example citizen's panels and periodic consultations on specific issues. However, there is also evidence that councils are starting to engage differently with their communities. Orkney Islands Council is providing a closer link with remote communities through its Empowering Communities project. The council funds two pilot 'Island Link Officers' on the islands of Papa Westray and Stronsay and has established a 'community office' on each island. This gives communities more influence on policies, decisions and services that affect them and also enables services to be more efficient and responsive to local issues and needs.

12. In addition to the Act, the Scottish Government and COSLA announced that by 2022 communities would decide how at least one per cent of local government budgets (around £100 million) will be spent. Councils are already adopting a range of approaches. For example, East Renfrewshire Council has set aside a £600,000 repair fund for residential roads. Community participants have ranked their top two preferences for which roads should be repaired first. Glasgow's Participatory Budgeting Evaluation Group, PB Consulting and What Works Scotland have produced a range of participatory budgeting guides and an evaluation toolkit to help councils.

The 2017 local government elections resulted in significant changes for councils

13. The 2017 elections resulted in significant changes for councils:

- A large number of councillors elected were new to the role. In some councils, for example City of Edinburgh Council, more than half of councillors were new.
- Three-quarters of councils are now run by different political groupings.



Does your council have regular discussions with communities about service priorities and what level of service the council can afford to provide in the future? What is your role as a councillor in this?

- There is no single majority political party in charge in any council - 16 councils are run by coalitions and 13 are minority administrations. The three island councils have a majority of independent councillors.
- For the first time since 1997, three political parties each have over 20 per cent of the vote.

14. These changes can bring additional pressures affecting how a council operates, during the transition period from one administration to another, or as political arrangements are established and bed in. Indeed, the administrations established in both Clackmannanshire and East Dunbartonshire Councils following the elections resigned during 2017. Having no single majority party in a council will often require more complex negotiations in the decision-making process to ensure sufficient support across all councillors. Whatever the result of democratic elections, councillors must continue to work together with senior management to address their corporate responsibilities in running a complex organisation that faces significant challenges in service delivery.

15. One of the Accounts Commission's strategic priorities relates to councillors having the right knowledge and skills to scrutinise council performance and decision making. This is particularly important for councils with a large number of new councillors with no experience of the role. Our BVARs show that councils were generally providing significant amounts of training for councillors. However, it is essential that councillors attend the training offered to gain the benefits intended, and there is evidence that attendance at training sessions is poor in a few areas.

16. It is important for a healthy democracy that councils represent and reflect the make-up of their communities in terms of gender, ethnicity and other socio-demographic characteristics. Yet, only 30.5 per cent of councillors elected in May 2017 were female and Comhairle nan Eilean Siar had no female councillors.⁴ Female representation at council level is below that at the Scottish Parliament (36 per cent) and UK Parliament (32 per cent). National data is not available on ethnicity and other socio-demographic characteristics of councillors. However, councils should explore how representative their elected bodies are and what, if anything, they can do to improve this.

Scottish Government funding has fallen in real terms in recent years and it is more difficult to make savings in some areas

17. Scottish Government funding is the largest source of income for councils. Revenue funding, that is funding for day-to-day services, from the Scottish Government increased by 0.2 per cent in real terms from £9,793 million in 2017/18 to £9,814 million in 2018/19. Between 2010/11 and 2018/19, revenue funding has fallen by 9.6 per cent in real terms.⁵

18. The reductions in funding from the Scottish Government present councils with a major challenge to continue to make savings and deliver services at current levels. However, there are limitations in where and how councils can make savings. For example, councils must make repayments on their borrowing and meet employee pension costs each year.

19. Councils and IJBs also deliver key Scottish Government policies and priorities, such as in education and free personal care for older people. Councils must spend some of the money they receive delivering these priorities. For example, the Scottish Government provided £51 million in 2017/18 to councils, on the basis



Do you know what training is available to help you fulfil your duties?


Does the training meet your needs? If not, do you know who to speak to?

that it would be spent on helping to maintain teacher-pupil ratios. The amount of money not for specific purposes has fallen at a faster rate than total revenue funding (10.5 per cent compared to 9.6 per cent since 2010/11). This could cause tensions for councils in delivering local and national priorities.

20. At the same time councils face increasing spending obligations through UK and Scottish Government policy priorities for which they do not always receive additional funding. In addition to those set out in [Exhibit 1 \(pages 11 to 13\)](#), there are a number of additional cost pressures:

- The end to the public sector pay cap - a one per cent increase to council staff wages would cost around £70 million a year.⁶
- The apprenticeship levy - requires a 0.5 per cent levy on organisations with wage bills above £3 million. This affects all councils and the trade union Unison estimates it could cost an additional £25 million a year.⁷
- Equal pay claims - 27 councils had 27,000 outstanding equal pay claims in September 2016. The cost to councils in settling these is unknown but could be significant.⁸
- Any future increases in national insurance contributions.

Smaller services have borne brunt of service cuts

21. In 2017/18, councils allocated 76 per cent of their budgets to education and social care services. Although it is possible to make efficiencies in these areas, national policies, specific funding and demand for services mean it is more difficult to do so. As we reported in the [Financial overview 2016/17](#) , the pattern has been one of larger reductions to relatively smaller service areas in recent years, although these often include important regulatory functions. Over the last five years, planning and development services have seen a 20 per cent reduction in spending and culture services 11 per cent compared with no change in real terms to social care and education spending.⁹

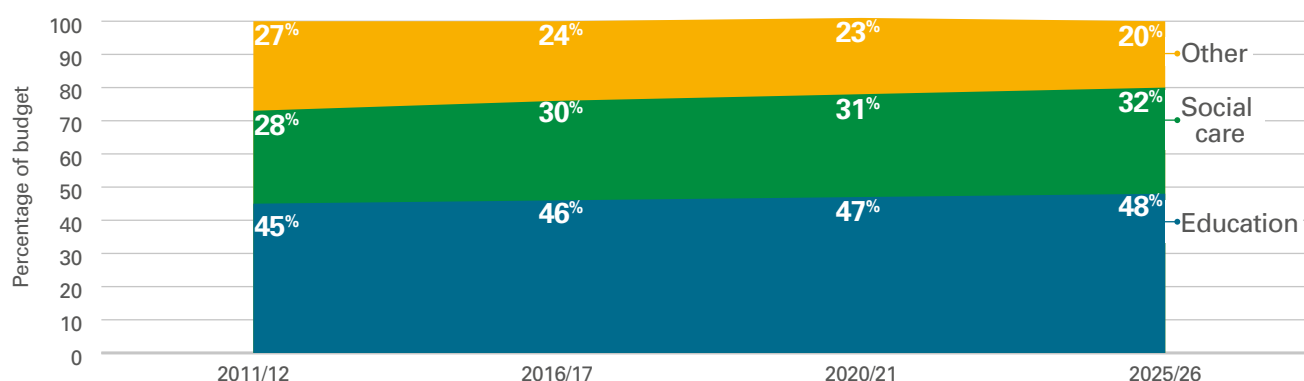
22. At an individual council level, North Ayrshire Council reports that it has made savings of 25 per cent to its base budget over the last eight years. This affected different services in different ways. The council has delivered savings of 16 per cent in education, 20 per cent in social care services and 50 per cent in economy and communities over this period.¹⁰

23. If current trends for spending on education and social care services continue, councils will have significantly less to spend on other services in future years. We have forecast councils' future spending patterns. For this, we assumed local government funding increases in cash terms in line with recent years (2012/13 to 2015/16); an increase in social care spend in line with the increased demand due to a higher number of people of a pensionable age in the population; an increase in education spend in line with recent years; and no service redesign or policy changes. This modelling shows that councils would spend 80 per cent of budgets on education and social care by 2025/26. This would leave only 20 per cent of budgets for all other council services such as road repairs, refuse collection and environmental health in 2025/26, seven per cent less than in 2011/12. planning and leisure and culture services [Exhibit 2 \(page 17\)](#).

Exhibit 2

Forecast of council spending patterns

Without service redesign or policy changes our modelling suggests that councils could spend 80 per cent of their budgets on education and social care by 2025/26.



Note: Calculations are based on cash terms.

Source: [Scottish Local Government Finance Statistics 2016/17](#)  Audit Scotland, November 2016



Population change affects demand for services and council funding

24. Scotland's population is predicted to grow by three per cent between 2016 and 2026 and five per cent between 2016 and 2041. This growth is entirely from inward migration as deaths will outnumber births in each year. The UK's decision to leave the European Union may have an impact on inward migration which could affect the predictions, particularly for the number of working age people.¹¹ Scotland's population is ageing. Over the next ten years the number of people aged 75 and over is predicted to increase by 27 per cent and by 79 per cent within the next 25 years [Exhibit 3 \(page 18\)](#).

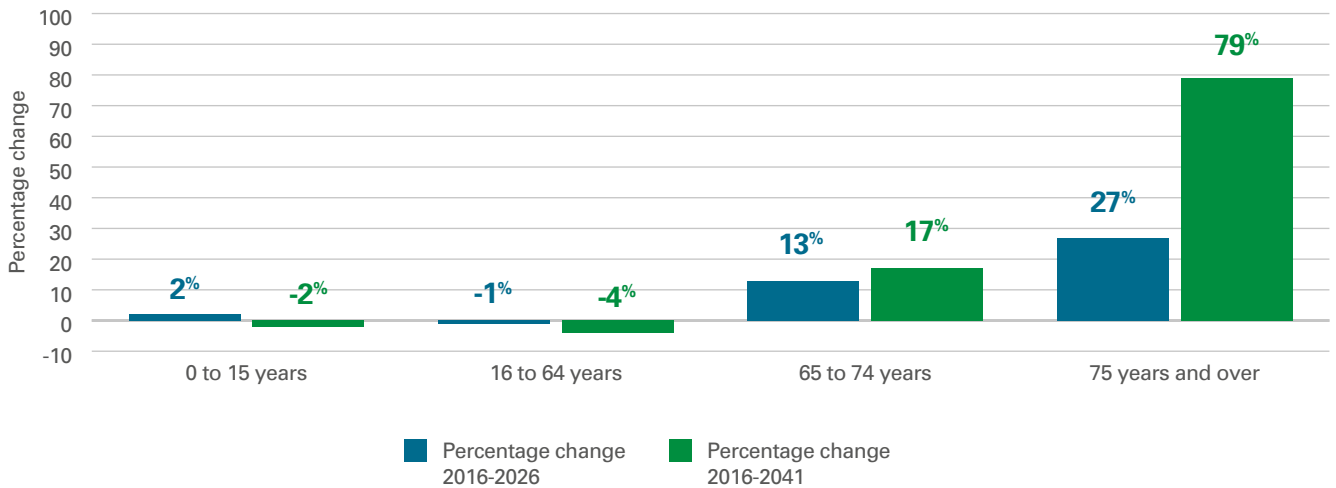
25. Predicted population change has significant implications:

- The sharp increase in the rise of older people is expected to lead to increased demand for social care services. The majority of over-65s in Scotland have two or more long-term conditions such as diabetes or heart disease and the majority of over-75s have three or more long-term conditions.¹² The Scottish Affairs Committee at Westminster concluded this will significantly increase demand for social care services.¹³
- There will be fewer working age people compared to people of pensionable age and school children. Working age people generate more money for public spending through taxation, while older people and children generally use more public services such as social care and education. In 2016, there were 574 people of pensionable age and school children for every 1,000 working age people. This is known as the dependency ratio. This is expected to increase to 640 people of pensionable age and children for every 1,000 people of working age by 2041.¹⁴ The Scottish Affairs Committee also concluded that demand for funding for services for an ageing population will grow quicker than generated income due to slower growth of the working age population.

Exhibit 3

Scotland's population projections, 2016-2026 and 2016-2041

Scotland's population is predicted to age significantly.



Source: National Records for Scotland, 2016 population projections

Population change brings different challenges for different councils

26. Predicted population change is not uniform across councils, meaning different councils face different challenges [Exhibit 4 \(page 19\)](#). Between 2014 and 2039, the population is expected to increase in 21 councils and decrease in 11. Midlothian Council is expected to see the biggest increase (26 per cent) and Comhairle nan Eilean Siar the biggest decrease (14 per cent).

27. The one constant trend across all Scottish councils is that the number of people of a pensionable age and over is expected to increase. This varies from a 48 per cent increase in West Lothian Council to an eight per cent increase in Dundee City Council. This will have differing impacts on demand for social care services.

28. In seven councils (Renfrewshire, Orkney Islands, Scottish Borders, Highland, Angus, South Lanarkshire, Moray) projected population increase is made up entirely of elderly population growth. For example in the Moray Council, the population is expected to grow by four per cent but the working age population and child population to fall by three per cent and eight per cent respectively. The population of a pensionable age and over will grow by 33 per cent over the same period.

29. There is significant variation in the predicted change in the population of children (defined as aged 0-15):

- Twenty councils are expected to see a decrease. These range from a 28 per cent reduction in Comhairle nan Eilean Siar to 0.1 per cent in Scottish Borders Council.
- Twelve councils are expected to see an increase. These range from 25 per cent in Midlothian Council to two per cent in Fife Council ([Exhibit 4](#)).

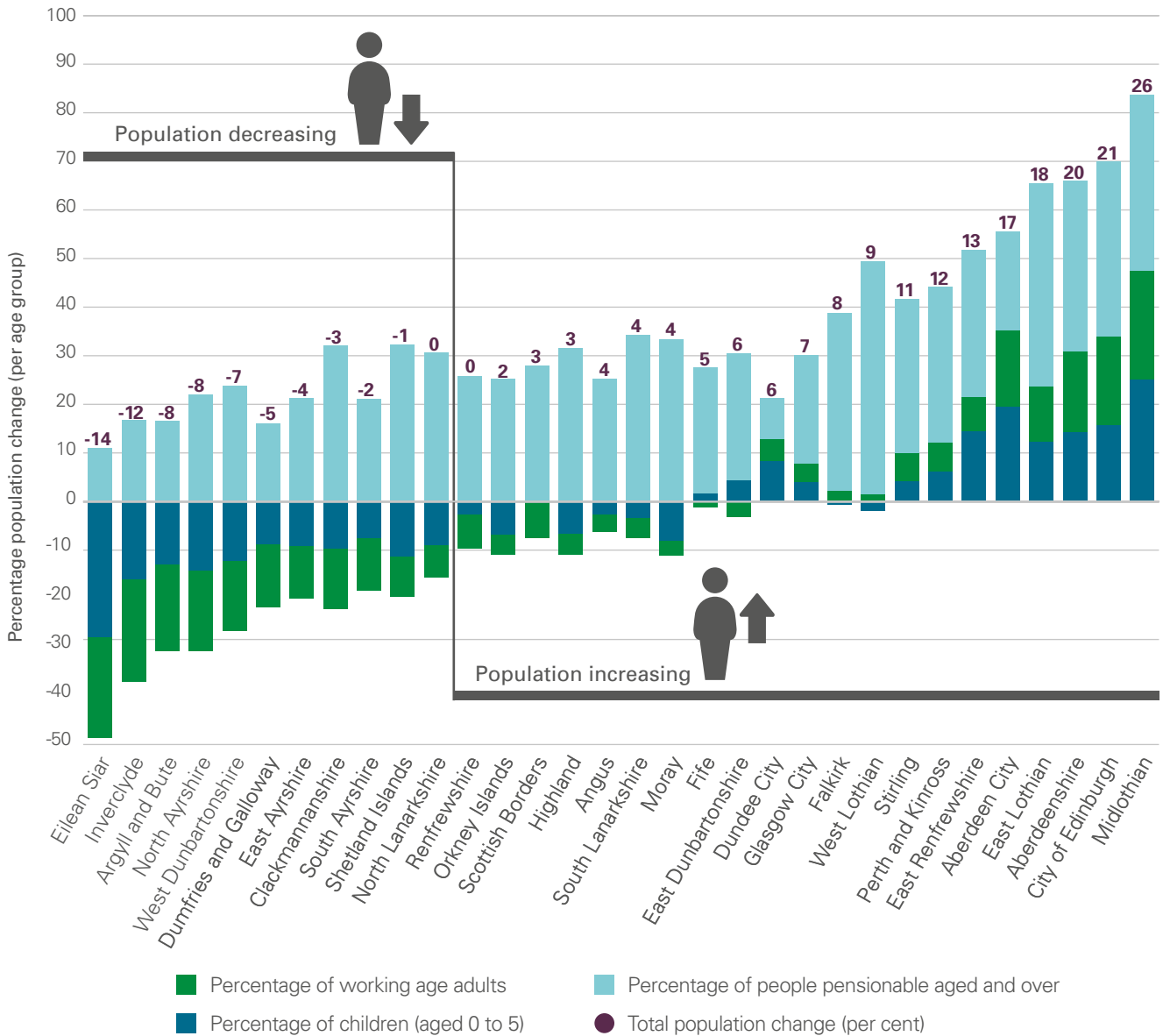


Have you considered the demographics of your council and how this will impact on service delivery and funding in the future?

Exhibit 4

Councils face different challenges relating to population change, 2014 to 2039

Eleven councils face predicted population decline by 2039.



Source: National Records for Scotland, 2014 population projections; and Audit Scotland



30. Changes to the number of children will pose different challenges for councils as they continue to deliver education services. Some may have to build new schools and recruit additional teachers while others will have to manage their school property estate and teacher-pupil ratios as their school population shrinks. This will be particularly challenging for Comhairle nan Eilean Siar and other island and rural councils.

Population change also has financial implications for councils

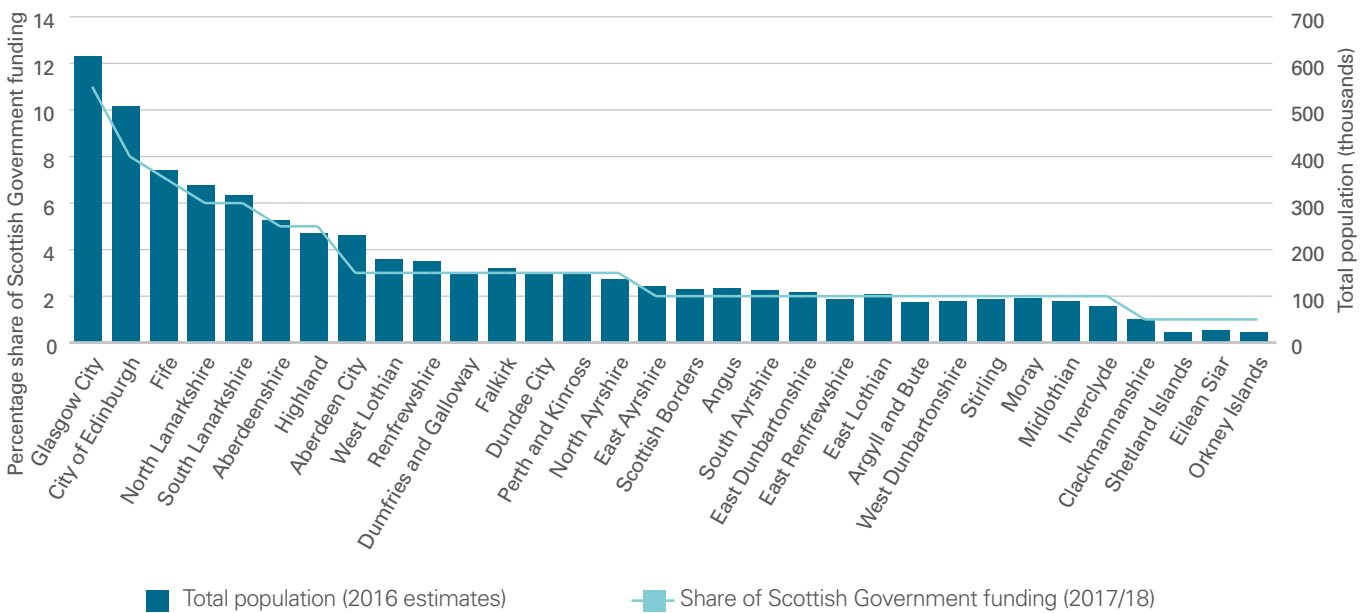
31. The implications for councils with a decreasing population include: fewer people to pay council tax, a lack of local workforce which may make the area less attractive to businesses, and low population figures making some local services harder to sustain.

32. In our 2017 local government financial overview report, we outlined how the Scottish Government funding formula is largely based on the size of council's populations, although under proposals to review funding for education, this may change ([Exhibit 5](#)). Currently, those councils with a projected decrease in population can expect to see greater reductions to their budgets compared to councils with increasing populations.

Exhibit 5

Total population and share of key element of Scottish Government funding

The amount of funding councils receive from the Scottish Government is closely linked to their population.



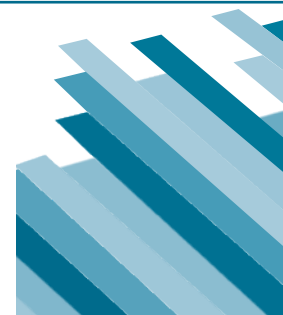
Note: Scottish Government funding is Grant Aided Expenditure and Special Island Needs Allowance.
Sources: Audit Scotland; the Scottish Government - the green books



33. However, all 11 councils which are expected to have reduced total populations are expected to have increases in the number of people of a pensionable age and over ([Exhibit 4](#)). These councils will therefore have a higher dependency ratio and a consequent increased demand for services at a time of reduced funding. Many of these councils are also rural which poses an additional challenge in delivering services as cost effectively as urban councils. We recommended in our 2016/17 local government financial overview that the Scottish Government and COSLA should assure themselves that the funding formula remains fit for purpose in a changing landscape for local government.

Part 2

Councils' response to the challenges



Key messages

- 1** Councils are increasingly using their reserves. Some councils have higher forecast funding gaps than their current levels of reserves. For these councils, the delivery of savings is critical. Long-term financial planning is not easy but is vital in helping councils deliver sustainable services.
- 2** Reducing staff numbers has been one of the main ways councils have reduced their spending and, in some councils, this is set to continue. Given the changes in workforce to date and the expected new demands on councils, robust workforce planning is essential to ensure councils have the right people, who have the right training and skills, to deliver their priorities. However, not all councils have organisation-wide workforce plans and the quality of these varies.
- 3** Achieving transformational change is increasingly vital to councils as they respond to reductions in funding. Councils need to ensure they have effectively planned and invested to deliver their transformational programmes and that staff have the necessary skills. Cohesive and decisive leadership is essential to address the significant challenges councils face.

Councils are increasingly using their reserves and for some delivering savings is now critical

34. All councils hold reserves. These are funds that councils can spend if they need to meet an unexpected cost, bridge a gap in funding or if they wish to invest in some initiative or specific activity. A council can only use reserves once, they are not a way to sustain services year on year. As we reported in our financial overview, 19 councils drew on their revenue reserves in 2016/17, an increase from the eight councils that did so in 2015/16. In 2016/17, 13 councils used more reserves than they had planned. Overall council revenue reserves fell by about £32 million in 2016/17.¹⁵

35. Some council financial plans for 2017/18 relied more heavily than others on using reserves to bridge funding gaps. Forecast funding gaps remain higher than current levels of reserves for a number of councils, making the delivery of savings critical. Continuing to use reserves at the current rate is not an option for some councils as they would run out of reserves within two to three years if they continued to use them at the level planned for 2017/18.¹⁶

36. Robust medium-term financial strategies and savings plans are vital for the financial sustainability of councils. For councils with lower levels of reserves, financial plans need to be increasingly detailed and robust. This will mean more work for officers and members in clearly identifying achievable savings.

37. Evidence from councils' annual audit reports generally demonstrates good medium-term (three to five years) financial planning, with some councils using scenario planning to provide a range of options. However, more work needs to be done to link budgets to plans and outcomes, establish sustainable long-term (beyond five years) planning arrangements and demonstrate that outcomes and strategic priorities are being delivered.

38. The Accounts Commission recognises the challenge to medium-and long-term planning of the Scottish Government providing funding figures for a single year, without indicative figures for future years. However, the absence of indicative funding for future years should not prevent councils projecting future income and spending, and planning accordingly. Indeed, uncertainty increases the need for councils to plan ahead.

Councils have adopted a range of approaches to reduce spending and increase income

39. For most councils, achieving savings while continuing to deliver services requires a mixed approach. This includes reducing workforces and services, taking measures to increase income, and digitising services; along with more transformational changes to service delivery or stopping some services altogether. In practice, these different approaches are interdependent. Councils need effective leadership and governance, strong financial management, and a workforce with the right skills to successfully deliver change.

Reducing workforce size has been one of the main ways councils have reduced their spending but workforce planning is poor in some councils

40. Most councils have reduced their workforce in recent years.¹⁷ Overall, staff numbers have fallen every year since 2009. Nationally, the biggest reductions in staff numbers were in the years 2009 to 2012, when the total council workforce fell by 21,000 (nine per cent).¹⁸ Since then, overall staff numbers have continued to decrease at a relatively steady rate. Between 2012 and 2017, councils' total workforce fell by a further five per cent (10,000 staff); including a one per cent (2,500 staff) drop from 2016 to 2017.¹⁹

41. Our analysis by council over the period 2011–2017 suggests that some councils have relied more heavily than others on staff reductions to make savings (**Exhibit 6, page 23**). However, because we are unable to track staff moving to arm's-length external organisations (ALEOs), it is difficult to draw clear conclusions about changing workforce numbers nationally. For example, it is likely that the workforce reductions recorded by Highland and Scottish Borders Councils are partially due to large numbers of staff transferring to ALEOs during this period.

42. Data for quarter 3 in 2017 was the first since quarter 2 in 2008 to report an increase in staff numbers compared to the previous year.²⁰ However, it is too early to comment on whether this indicates any upward trend overall, and evidence from the first year of BVARs suggests that the long-term trend of reducing staff numbers to meet funding gaps is set to continue in some councils. For example Inverclyde Council has reduced its staff by just over 500 (13 per cent of workforce) in the last seven years.²¹ It estimates that it will need to reduce its staff by a further 80 to 130 staff over the next two years (this is between two to four per cent of its workforce).²² East Renfrewshire Council needs to reduce its workforce by an average of 100 staff a year over the next three years. This is around three per cent of its workforce in the first year.



Does your council have medium and long-term financial plans in place?

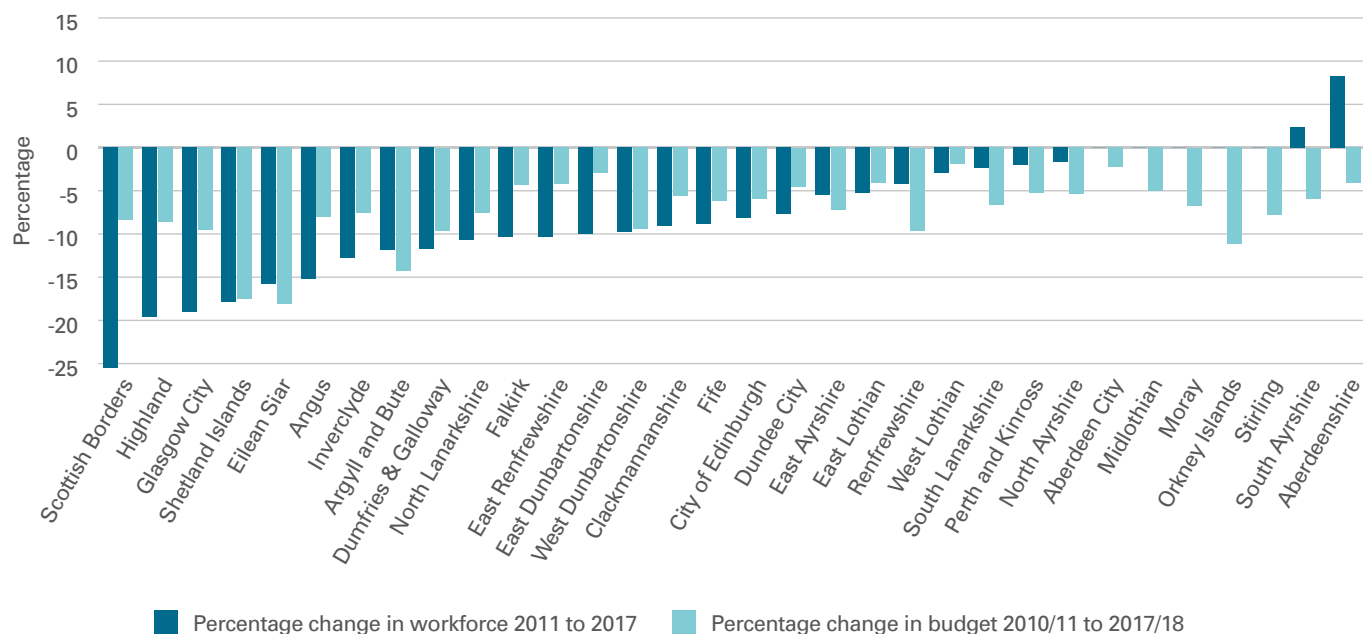
Does your council link budgets to plans and outcomes and report on these?

Does your council have the right structures in place to ensure that all your efficiency, improvement and transformational approaches are working together to maximise savings?

Exhibit 6

Changes in council budgets and workforce 2011 to 2017

The use of staff reductions to make savings varies across councils.



Notes:

- Budget is defined as general revenue grant and non-domestic rates, in real terms.
- Workforce change is from Q1 2011 to Q1 2017.

Source: Audit Scotland and Joint Staffing Watch, Scottish Government



43. It is critical that councils carefully manage workforce reductions and that each council ensures it has people with the skills required to deliver its priorities now and in the future. Workforce planning is complex and councils face a number of challenges:

- The council workforce is ageing. The Scottish Social Services Council reported that the median age amongst public sector social care employees is 48 years.²³ UNISON also report high proportions of staff over the age of 45 years in building standards, school support and home care workers.²⁴ Councils will need to consider if and how to replace these experienced workers.
- Many councils struggle to recruit and retain employees. Councils in rural areas report difficulties recruiting staff to some roles due to their remote location. Several councils have reported that education and social care staff are particularly difficult to recruit. Others report difficulties recruiting staff in specialist or professional roles such as engineers and accountants. Our Clackmannanshire Council Annual Audit report highlights that the council has found it difficult to recruit suitably qualified and experienced finance staff. The UK's decision to leave the European Union could create further difficulties in staff recruitment.
- Council workforces must be able to adapt to deliver council priorities and meet future challenges. National early learning and childcare commitments will have significant implications for council staffing. Councils will also need to ensure they have staff with the right skills to maximise the potential of new digital technology.



Does your council have an organisation-wide workforce plan?


Does it contain information about the numbers, costs, and skills of the actual and desired workforce?

How is your council looking to maximise income?

- Strong leadership is essential for councils to effectively manage transformation and develop new ways of delivering services within reduced budgets. Yet there can be difficulties recruiting to the top team as salaries are often lower than the private sector at senior levels.^{25, 26} The Improvement Service's report on Talent Management in the Public Sector highlights that public sector bodies need to do much more to develop their approach to managing talent.²⁷

44. Despite its importance, only half of councils had organisation-wide workforce plans last year.²⁸ Workforce plans vary in quality. For example, not all provide critical planning information, such as:

- the numbers, cost and skills of the current and the desired workforce
- how the move from the current to the desired workforce will take place and when it will be achieved.

45. Some workforce plans are short term in nature and only consider workforce needs for the current year, for example, the [Best Value Assurance Report: Inverclyde Council](#)  reports that longer-term forecasts need to be developed. Councils also need to ensure workforce plans will help to deliver corporate priorities, transformation plans and financial plans.

Councils have sought to increase income

46. There are opportunities for councils to raise income through council tax and fees and charges. However, there are limits on how much can be raised.²⁹

47. The council tax freeze ended in 2017/18. Twenty-four councils increased council tax, including 21 that raised rates by the maximum three per cent allowed by the Scottish Government. This rise increased council income by around £53 million.³⁰ Proportionately this represents a small increase to council budgets. It is possible that public satisfaction with services will decline if the service delivered is not perceived to improve in line with higher taxes.

48. It is difficult to accurately tell how much income is generated through fees and charges in Scotland. The Scottish Parliament Information Centre (SPICe) Briefing on Local Government Finance used Local Financial Returns (LFRs) to analyse how councils have raised income through fees and charges to people using services. It found that revenue from fees and charges had fallen by 4.5 per cent in real terms between 2011/12 and 2015/16, from £569.7 million to £544.2 million.³¹ However, the data provided in the LFRs is self-reported and there can be differences with how councils categorise income and expenditure. For example, some councils may not record income generated by ALEOs in the same way that they record income generated directly by the council.

49. While it is not possible from the data currently available to assess nationally how councils use their ability to generate income to offset the impact of reduced Scottish Government funding, there are indications that councils are increasing income through fees and charges. For example, the RAC Foundation reported that total income for Scottish councils from parking fees was £79.3 million in 2015/16, a five per cent increase over the previous year.³² Citizens Advice Scotland has found that burial charges increased in 25 councils in 2016/17, with an average increase of £64.31 (5.5 per cent).³³

50. Councils must consider the impact that increased fees could have on inequality within their communities, as higher charges are likely to have a disproportionate effect on deprived and vulnerable communities. All seven councils that submitted evidence to the Parliament's scrutiny of the draft budget indicated that they considered inequalities when making decisions about fees and charges.³⁴

51. Councils are also getting together to share ideas and approaches to maximising income and many are involved in a network on 'commercialisation' led by the Association for Public Sector Excellence (APSE). This work is at an early stage but could lead to councils generating additional income from a range of activities.

Transformation is increasingly important to councils

52. By transformation we mean significant programmes of activity that radically change the services councils provide and how they are delivered. This involves making services more efficient and achieving better outcomes for people who use services and for communities. Good transformation will be based on robust option appraisal. It should reflect the needs of communities, consider alternative service delivery models and seek to reduce long-term demands on services.

53. Planning for and delivering transformational savings will become increasingly important to councils if funding continues to fall and decisions about spending priorities become increasingly difficult. Options appraisal is an important tool to help councils make an informed decision on what their transformation priorities should be.

Transformation needs to be properly scoped and resourced for it to deliver the desired savings

54. Some councils use formal and explicit transformation plans to deliver their strategy for change. Other councils integrate transformation into developing how services are delivered without using a specific transformation plan. Both approaches can be effective if the right leadership and management are in place. Cohesive and decisive leadership is essential to address the significant challenges councils face.

55. Councils need to ensure that they are investing the right time and resources to deliver the scale of the planned transformation. Real transformation takes time and to be successful councils should:

- set priorities - councils cannot transform everything at once
- conduct robust option appraisals - councils should consider a wide range of options
- have a clear strategy and a realistic savings target which is properly monitored
- have proportionate governance structures
- assess the impact on equality of access and opportunity and whether change may have a disproportionate impact on more vulnerable or poorer communities or individuals.

56. Transformation needs:

- effective leadership from councillors and the senior management. In Dumfries and Galloway Council, progress is reported regularly to the Business Transformation board and Business Transformation steering group



Does your council compare its policies and priorities to raise income with other councils?

Does your transformation activity contain plans for truly transformational change? Will it improve services and save money?

- staff who have the time to work exclusively on transformation. West Lothian Council has 15 full-time equivalent staff (including senior and specialist staff) on secondment working on the scoping stage of their transformation plan.
- staff with the skills to achieve council priorities and make the required changes to services. At Inverclyde Council, 100 employees took part in a senior management leadership development course which emphasised delegating operational decisions to front-line managers. East Renfrewshire Council has recognised that there is limited supply of some skills in the council. In response it has designed and delivered a Scottish Qualifications Authority (SQA) accredited course in project management and a course in change management.

57. Councils should ensure that planned savings are realistic and achievable. Councils that are already under significant financial strain need to be especially careful about this. For example, Midlothian and Clackmannanshire Councils have low general fund reserves and high savings targets for their transformation plans, which will be challenging to meet. Not delivering expected savings could mean their general fund reserves fall.

58. There is a high level of risk involved in transformation projects. These include expected savings not being delivered (with consequent effects on a council's reserves and financial position); alternative models of service delivery not achieving the expected service standards and outcomes and there being insufficient staff time and skills deployed. Not all transformation activity will have the desired effect. Councils need to be willing to take some risk, within an effective risk management framework, in their approaches to transformation.

59. Councils are sharing successful new approaches. The Innovation Exchange website, which is supported by the Society of Local Authority Chief Executives (SoLACE) and the Improvement Service, brings together innovative projects from across all councils. It allows councils to share good practice and improve how services are provided.

Councils recognise the potential of digital solutions to deliver savings and make services more efficient

60. Digital solutions are a key element of most councils' transformation activity. When we talk about digital, we are not just talking about technology. We are talking about how digital technologies and solutions are affecting and changing human interactions. Some of the ways that councils are adopting digital solutions include:

- introducing new technology to allow front-line staff to access and process information wherever they are working, for example home carers
- making better use of data by linking and integrating data across departments
- streamlining and automating processes to make them more straightforward for citizens and more efficient for the council, for example completing forms and making payments
- ensuring the security of data and information held by the council
- making information more accessible to residents through websites.



Have you invested in the right resources for your transformation activity to achieve its planned savings?

Does your council have the necessary governance structures to effectively oversee and monitor its transformation activity?

What is your council's risk appetite for transformational change? Are risks properly monitored?

What will the financial implications be for your council if your transformation strategy fails to meet its savings targets?

61. Councils are incorporating digital solutions in a variety of ways. As councils become more mature users of digital, they are adopting more innovative ways of integrating digital into how they deliver services. Thirty councils have signed up to the Local Government Digital Partnership programme, which aims to strengthen councils' use of digital.³⁵

62. Many councils are pursuing greater efficiency by integrating digital into how they deliver their services. For example, the Moray Council reports it has made its housing repair service more efficient by introducing mobile working. This has cut travel time to jobs, reduced missed appointments, and allowed seven team members to be reallocated to other areas. North Ayrshire Council increased customer satisfaction from 91 per cent to 98 per cent by improving the digital channels that people can use to access services.

63. Some councils are working to make their digital infrastructure more efficient. This involves joining up systems and data that are held by different services and creating systems that are able to share data. Aberdeen City Council has developed a digital transformation programme that prioritises these tasks. One of the anticipated outcomes of this programme is that customers will only have to provide information once to the council, and this information will automatically update data already held by the organisation.

64. Our *Principles for a digital future*  report provides guidance on the core principles for successfully planning digital projects.³⁶ It identifies the following principles for success:

- comprehensive planning setting out what will be achieved and how it will be done
- active governance providing appropriate control and oversight
- putting users at the heart of the project
- clear leadership that sets the tone and culture and provides accountability
- individual projects set in a central framework of strategic oversight and assurance.

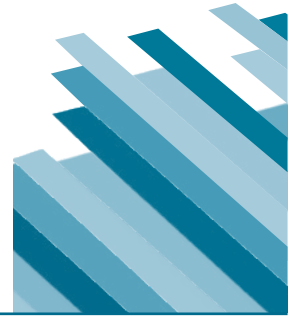
65. Councils need to balance improving digital access to services with an awareness that not everyone can access or operate digital technologies. Others will be limited in how they can access digital technology; for example, some may only have access to the internet using their mobile phone. Limited access to digital technology is most likely to affect vulnerable and excluded groups. Digital should not become the only way to access council services, but it should be an efficient and easy option of communication for those who choose to use it.



Does your council follow the core principals for successfully planning digital projects outlined in our *Principles for a digital future* report?

Part 3

The impact on council services



Key messages

- 1** At a national level, indicators suggest that councils have maintained or improved performance in a number of areas despite funding reductions. However, there is considerable variation between councils that is not always easily explained. Our audit work has found that councils articulate their strategic priorities and plans well but often do not report how these connect to actual performance and outcomes.
- 2** However, there is also some evidence that budget reductions are impacting on services. Public satisfaction is falling. There is evidence that social care services for older people are not keeping up with demand, and there is a general risk to the quality of services. The impact of budget reductions on smaller services could be significant but there is limited evidence on this. Councils need to understand and clearly set out the impact budget reductions have had on service delivery and use this to inform future decision making.

Despite funding reductions a number of national indicators of performance continue to improve

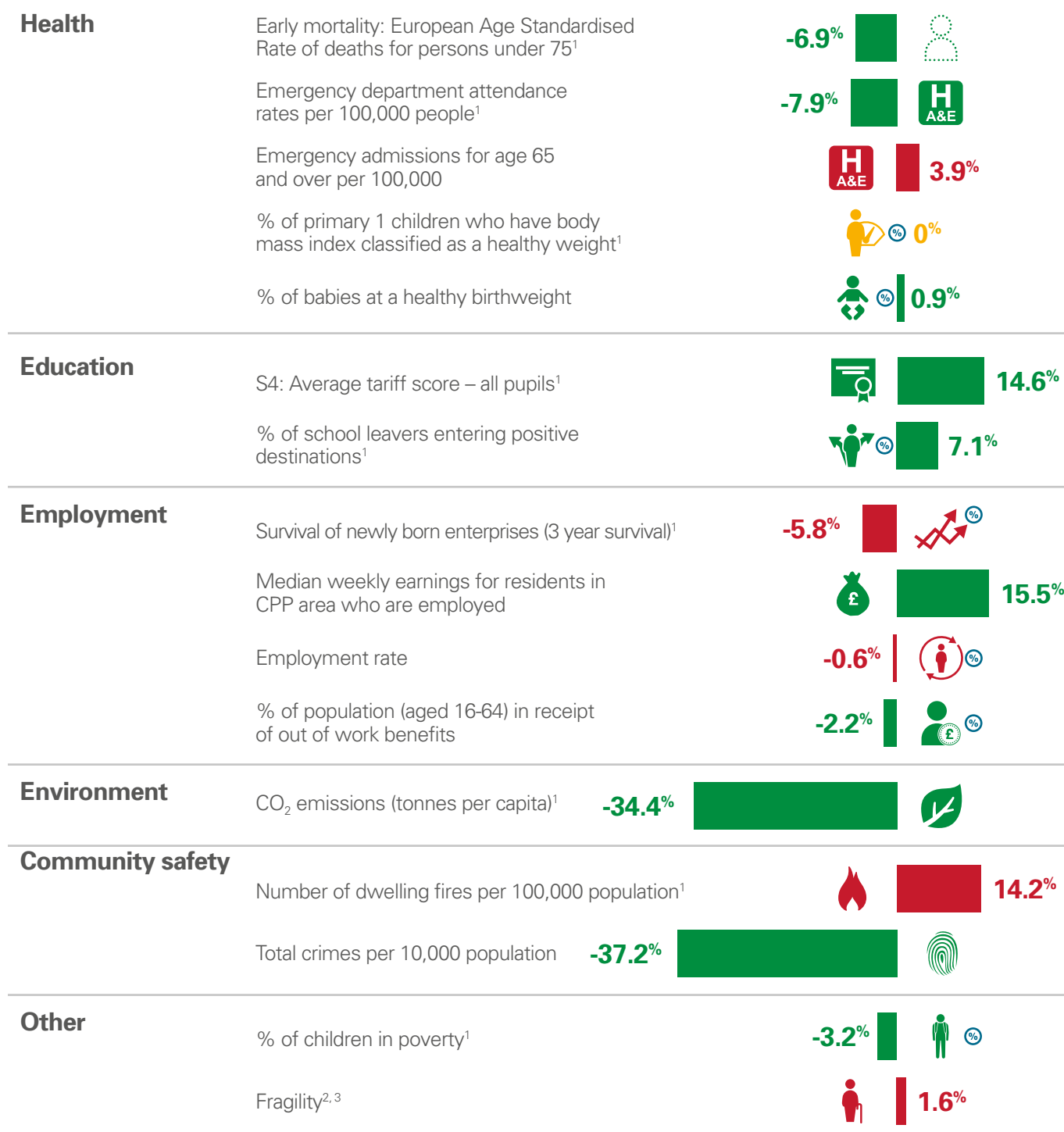
66. The Accounts Commission has previously stated that given the challenges facing local government, not least the future financial challenges, it does not expect to see performance improving in all measures for all councils. It is up to individual councils and their communities to agree local priorities and make the difficult decisions about which services to focus time, skills and money on. Effective public performance reporting should reflect those decisions and explain performance variance within that context. Councils will need to continue to have conversations with their communities to understand and explain the impact of budget cuts.

67. The Scottish Government's National Performance Framework measures and reports progress towards the Scottish Government's Purpose and national outcomes. The Improvement Service reports on progress against 18 outcomes, supported by 16 performance measures, through the Community Planning Outcomes Profile. Councils work with partners and communities through, for example, CPPs and IJBs to improve outcomes for communities. Changes in outcomes will be influenced by factors wider than council activity so cannot be solely linked to council activity. These measures are designed for use at a community or council level, but we have presented them at a Scotland level for this report. The 16 performance measures suggest that the majority of outcomes are improving across Scotland ([Exhibit 7, page 29](#)).

Exhibit 7

Changes in performance measures for Scotland's outcomes 2006/7 to 2016/17

Performance measures suggest that the majority of outcomes for Scotland's communities are improving.



 Percentage point change – raw data is not available therefore absolute changes are shown.

Notes:

1. Imputed and projected data has been calculated by the Improvement Service using different methodologies for measures where raw data is not yet available.

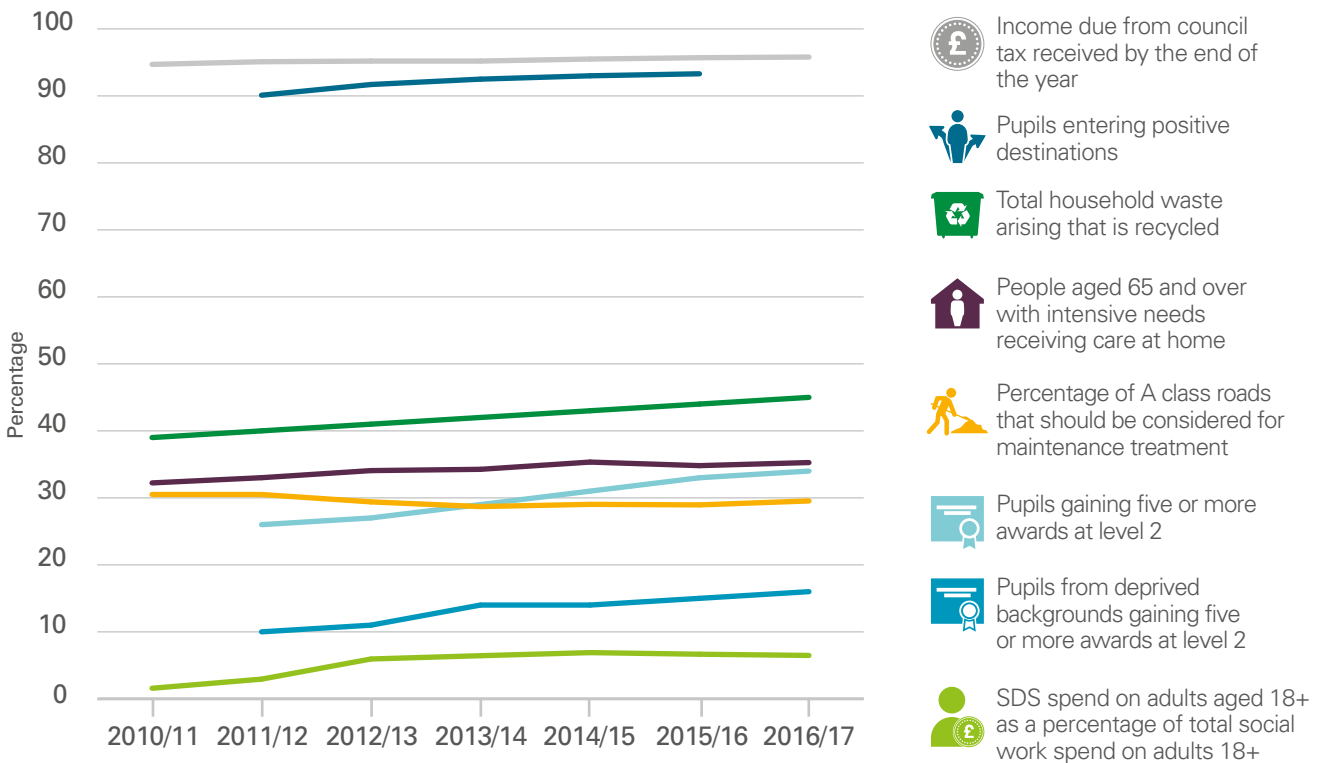
2. Fragility is a weighted combination of three indicators: de-population, rural de-population and old age dependency ratio.

3. Data uses rolling three year averages. All figures are based on community level data and so may have some discrepancies due to rounding.

Source: *Community planning outcomes profile*, Improvement Service, 2016/17

68. The Improvement Service, in partnership with councils, also collates and reports on the Local Government Benchmarking Framework (LGBF) to provide comparative performance information for councils to help them improve. The framework includes over 70 performance indicators. While these are not designed to comprehensively cover performance across all council activities, they are spread over a broad range of service areas. We selected for further analysis, a sample of eight measures which give an indication of council performance in services likely to be of significant interest to the public.³⁷ This shows that councils' performance for these indicators over the last six years has remained the same or improved, except for the proportion of social work spend on self directed support (SDS) which dropped slightly between 2015/16 and 2016/17 ([Exhibit 8](#)).

Exhibit 8
Performance against selected indicators, 2010/11 to 2016/17
 Performance has been maintained or improved.



Notes:
 1. The percentage of A class roads that should be considered for maintenance treatment indicator is measured over two year periods, for example 2009-11 is plotted in 2010/11.
 2. 2016/17 data is not available, national data is modelled to provide proxy measure.

Source: Audit Scotland; and *Local Government Benchmarking Framework 2016/17*, Improvement Service



69. We have also analysed council spending against indicators to see what impact funding reductions have had on performance at a national level. This shows that despite spending less in most service areas, councils have maintained or improved performance on most of the selected measures ([Exhibit 9, pages 31-32](#)). It is important to note that a number of factors other than spend will impact on how services perform, and individual performance indicators do not show overall quality of a service.

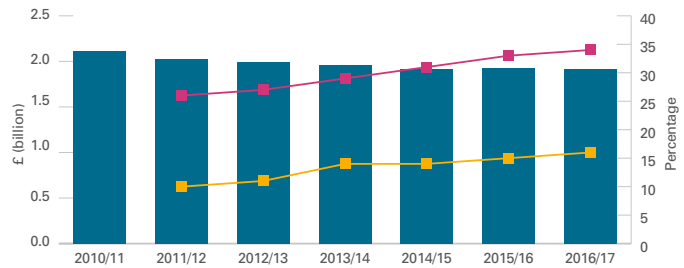
Exhibit 9

Performance and spend in key service areas, 2010/11 to 2016/17



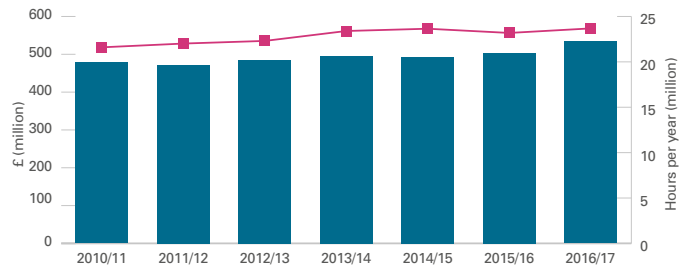
Councils are spending less on secondary schools but pupils' attainment continues to improve.¹

- Gross expenditure on secondary schools (£ billion)
- Percentage of pupils gaining five or more awards at level 6
- Percentage of pupils from deprived backgrounds gaining five or more awards at level 6



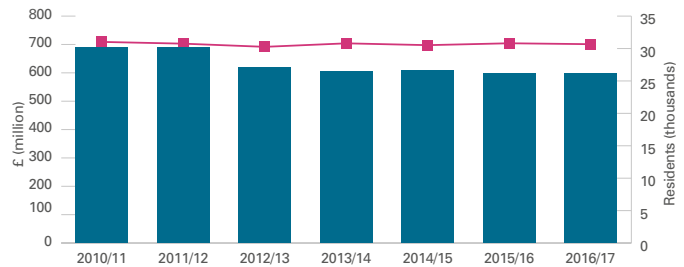
Since 2010/11 the amount spent on homecare has increased at a faster rate than the number of home care hours.

- Total expenditure on homecare (£ million)
- Homecare hours per year



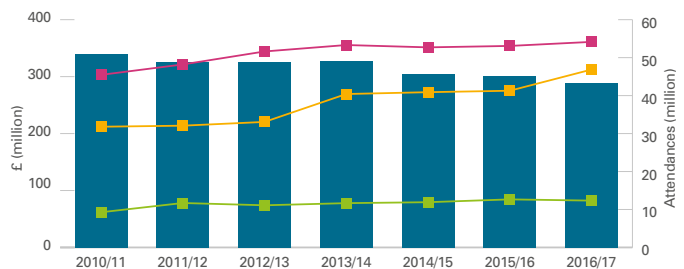
Spending on residential care homes for older people has remained constant since 2012/13. The number of residents has remained at a similar level since 2010/11.²

- Net expenditure on care homes for older people (£ million)
- Number of long-stay residents aged 65+ supported in care homes



Libraries, sports facilities and museums have all reduced spending but report increased visitor numbers.

- Total expenditure on culture and leisure (£ million)
- Number of attendances at sports facilities
- Number of library visits
- Number of museum visits



Councils spend 20 per cent less on road maintenance but the percentage of roads classified as needing to be considered for maintenance has remained constant.

- Gross expenditure on roads and winter maintenance (£ million)
- Percentage of A class roads that should be considered for maintenance treatment
- Percentage of B class roads that should be considered for maintenance treatment

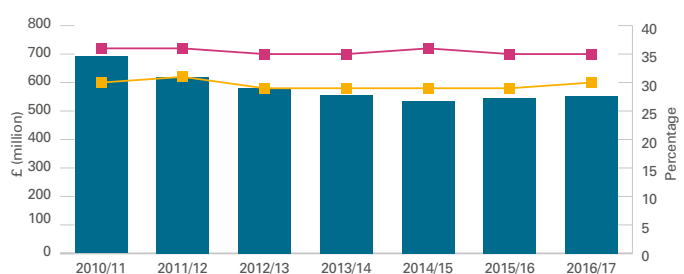
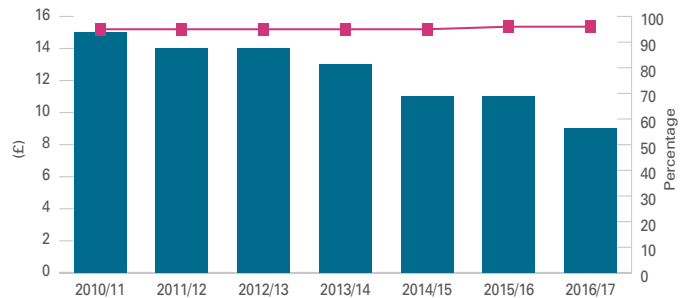


Exhibit 9 (continued)

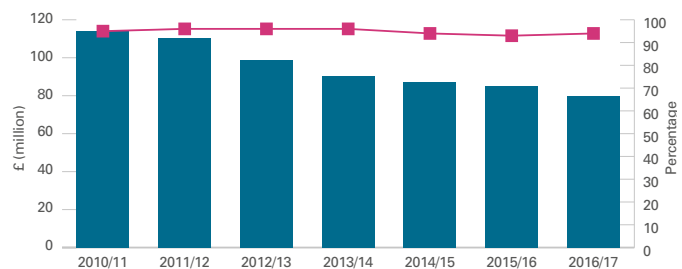
The amount councils spend on collecting council tax has decreased by 41 per cent since 2010/11 but the percentage collected by the end of the year has remained at around 96 per cent.

- Cost per dwelling of collecting council tax (£)
- Percentage of income due from council tax received by the end of the year



Despite a 30 per cent reduction in the net cost of street cleaning per 1000 people since 2010/11, street cleanliness scores have only decreased by three percentage points.

- Net expenditure on street cleaning (£ million)
- Street cleanliness score



Notes:

1. 2016/17 data is not available, national data is modelled to provide proxy measure.
2. 2010/11 and 2011/12 expenditure includes supports costs and so is not directly comparable to later years.
3. The percentage of A class roads that should be considered for maintenance treatment indicator is measured over two year periods, for example 2009-11 is plotted in 2010/11.

Source: Audit Scotland; and *Local Government Benchmarking Framework 2016/17*, Improvement Service

Council performance varies, sometimes significantly

70. A range of factors, such as levels of deprivation, rurality, demographics and local priorities and policy choices will have an impact on how services perform. The quality and effectiveness of leadership and management are also important factors. Analysis of LGBF data shows that there continues to be significant variation in performance among councils. For example in 2016/17:

- The amount of waste recycled varies from eight per cent in the Shetland Islands Council to 61 per cent in East Renfrewshire Council.
- The percentage of people aged 65 and over with intensive needs being cared for at home varies from 23 per cent in Scottish Borders Council to 50 per cent in North Lanarkshire Council.
- The percentage of pupils gaining five or more awards at level six varies from 22 per cent in Clackmannanshire Council to 63 per cent in East Renfrewshire Council.

71. The link between performance and spend also varies. For example between 2015/16 and 2016/17, 21 councils increased the amount of waste that was recycled. Of these ten increased the cost of waste collection while 11 reduced their costs ([Exhibit 10, page 33](#)). Fife Council have reduced the net cost of waste collection per premise by 25 per cent in real terms from £57 to £42, while increasing the percentage of waste recycled from 52 per cent to 55 per cent. Of the ten councils which are recycling less, seven had increased costs.

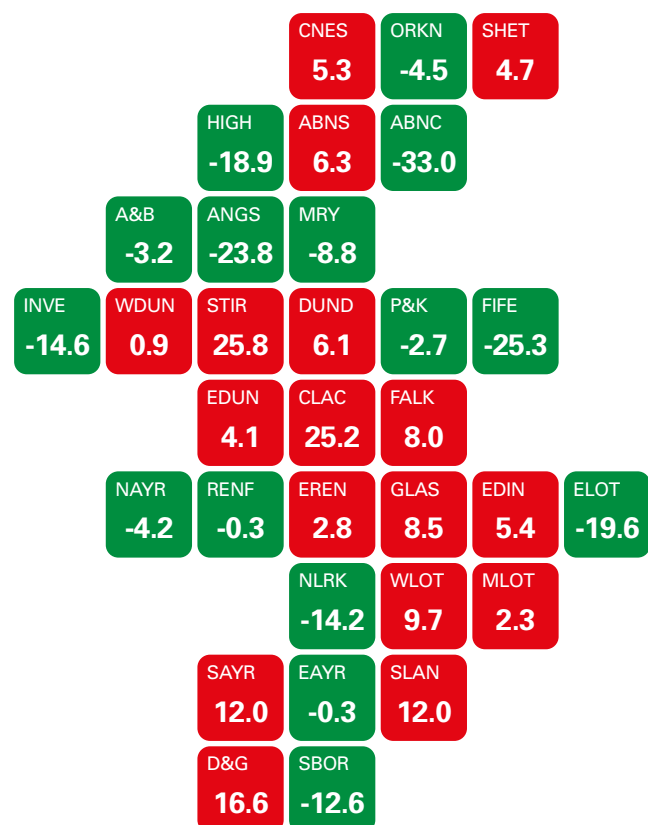
Exhibit 10

The cost of waste collection and the percentage of waste recycled, 2015/16 to 2016/17

Twenty-one councils increased the amount of waste that was recycled. Of these ten increased the cost of waste collection while eleven reduced their costs.



Percentage change in cost of waste collection



Percentage point change of waste recycled



■ **Reduced performance**
Cost increase or less recycling

■ **No change**

■ **Improved performance**
Cost decrease or more recycling

Councils

ABNC Aberdeen
ABNS Aberdeenshire
ANGS Angus
A&B Argyll and Bute
CLAC Clackmannanshire
D&G Dumfries and Galloway
DUND Dundee
EAYR East Ayrshire
EDUN East Dunbartonshire
ELOT East Lothian
EREN East Renfrewshire

EDIN Edinburgh
CNES Eilean Siar
FALK Falkirk
FIFE Fife
GLAS Glasgow
HIGH Highland
INVE Inverclyde
MLOT Midlothian
MRY Moray
NAYR North Ayrshire
NLRK North Lanarkshire

ORKN Orkney Islands
P&K Perth and Kinross
RENF Renfrewshire
SBOR Scottish Borders
SHET Shetland Islands
SAYR South Ayrshire
SLAN South Lanarkshire
STIR Stirling
WDUN West Dunbartonshire
WLOT West Lothian

Note: Due to inconsistencies with published data Glasgow and Shetland Islands councils have provided their own figures.

Source: Audit Scotland; and *Local Government Benchmarking Framework 2016/17*, Improvement Service


72. Variation in performance and spend suggests councils have the potential to deliver further improvements and efficiencies. For example, as we reported last year, if councils reduced staff sickness absence this would help increase productivity. Nationally the average number of sickness days for non-teaching staff has increased slightly from 10.63 in 2015/16 to 10.92 in 2016/17. Sickness absence rates for non-teaching employees vary from an average of 8.8 days in East Ayrshire Council to 16.5 days in Clackmannanshire Council. If councils with high absence levels could reduce these to be in line with the top eight performing councils, they would gain the equivalent staff time of about 730 full-time employees across Scotland.

73. Sickness absence rates for teachers improved slightly from 2015/16 to 2016/17 from 6.09 to 6.06 days per teacher. This also varied by council from an average of 4.1 days in East Ayrshire Council to 9.8 days in Clackmannanshire Council. If councils with high teacher absences could reduce these to be in line with the top eight performing councils, they would gain the equivalent of about 260 full-time teachers in Scotland.

74. There may be valid reasons for the variation between performance and spend at a council level. Councils should continue to learn from each other through benchmarking groups and work to understand reasons for variation in performance and cost, identify any options for efficiencies, savings and service redesign. Councils have a duty to clearly report performance to local people. Our audit work has found that councils articulate their strategic priorities and plans well but often do not report how these connect to actual performance and outcomes. Good performance reporting includes clearly stating how performance and spend is linked to the council's priorities and using local indicators which demonstrate quality of service and public satisfaction.

Not all variation in education performance can be explained by deprivation

75. Improving school attainment and closing the gap between the achievements of the richer and poorer pupils is a Scottish Government priority and one shared by councils. Nationally pupil attainment has been increasing each year since 2010/11 across all measures ([Exhibit 9](#)). However, this still masks significant variation between individual councils. Using the measure of average tariff score, an overall measure of secondary attainment, the attainment gap between the most deprived and least deprived pupils has decreased by six per cent in the last six years.³⁸ However, the most deprived pupils are still performing only half as well as the least deprived pupils.

76. Councils with lower deprivation levels tend to have more children gaining five or more awards at level 5 and 6 and higher overall average tariffs than councils that have higher deprivation levels ([Exhibit 11, page 35](#)). East Renfrewshire Council and East Dunbartonshire Council have the lowest levels of deprivation and are performing considerably better on this measure than any other council. However, some councils (Aberdeenshire, Aberdeen City, and the Moray councils) might be expected to perform better than they are when their lower levels of deprivation are taken into account. Inverclyde Council has high levels of deprivation but higher attainment than similarly deprived areas. We examined the various factors which influence pupil attainment in our 2014 report on [School education](#) , and are planning a further audit of the sector in 2019/20.³⁹

77. Councils should continue to work to understand the variations in performance between them, learn what has been successful in other councils and, where appropriate, apply these lessons to their own services.



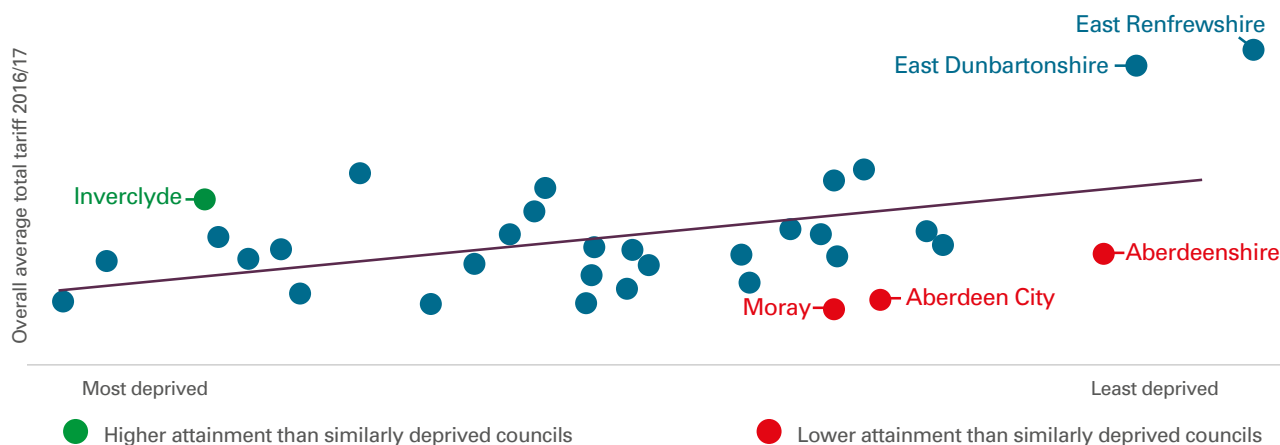
How well does your council report performance to local communities? Is there a link to outcomes, priorities and budgets in your performance reporting?

Have you considered what lessons you can learn from other councils who are delivering services well?

Exhibit 11

Overall tariff scores for secondary school children compared with deprivation levels 2015/16

The link between attainment and deprivation varies across councils.



Notes:

1. The line shows the relationship between overall average total tariff and deprivation levels.
2. We have used 2015/16 attainment data. Data is not currently available by council for 2016/17.



Source: Audit Scotland; and *Local Government Benchmarking Framework 2015/16*, Improvement Service

There is some evidence that spending reductions and increasing demand are impacting on services



Public satisfaction is falling

78. Different sources show public satisfaction is falling:

- LGBF indicators mostly show a decline in public satisfaction between 2010 and 2017, for example satisfaction with the following services is down:
 - local schools from 83 to 73 per cent
 - libraries from 84 to 73 per cent
 - museums and galleries from 76 to 70 per cent
 - leisure facilities from 75 to 73 per cent
 - street cleaning from 73 to 70 per cent
 - refuse collection from 81 to 79 per cent.

Some satisfaction levels have been maintained or improved:

- parks and open spaces has increased from 83 to 87 per cent.
- In 2016, the Scottish Household Survey found that only 56 per cent of adults were satisfied with three local public services (local health services, schools and public transport). This is the lowest level since it was first measured in 2007, and down ten percentage points in five years.⁴⁰
- In a poll by PricewaterhouseCoopers in 2017, only 12 per cent of respondents in Scotland agreed that their council had become more effective over the last five years.⁴¹

How can you better engage with local communities to understand why public satisfaction is declining?

There is evidence that adult social care services are not keeping up with demand

79. Adult social care services are a main and growing area of spend for councils. These services are now commissioned by IJBs. Social care services for older people are a key pressure area for councils and IJBs as Scotland's population ages. Between 2010/11 and 2016/17:

- The number of people aged 65 and over (and more likely to have two or more long-term conditions) increased by 13.2 per cent.
- The number of people aged 75 and over (and, more likely to have three or more long-term conditions) increased by 9.4 per cent.


80. Older people in need of support are cared for either in a residential care home or in their own home by visiting home care workers. Since 2011, the policy of many councils and the Scottish Government has been to move more care to a home setting.

81. National data suggests that spending on residential care is generally keeping up with the number of residents, while spending on caring for people at home has increased at a faster rate than the amount of care provided. National data on quality shows that care homes assessed by the Care Inspectorate as good or better has increased from 66 per cent in 2014/15 to 72 per cent in 2016/17 and home care services from 81 per cent to 83 per cent.

82. Despite an increase in the number of homecare hours, the number of people aged 65 and over who receive care at home fell by nine per cent. The Scottish Government reports that this is due to a focus on people with higher needs meaning that fewer people get more hours.⁴² Although this means that councils can focus care on those with the highest needs, it does mean others no longer receive support. This has implications for early interventions which could improve peoples' quality of life and save money in the long-term by preventing people developing more complex needs.

83. Recent local inspections have raised significant concerns about social care services' ability to meet demand from older people and about the quality of care provided. The inspections at City of Edinburgh Council and Scottish Borders Council found that older people faced long waits for an assessment of their needs and a further wait to receive their care package following an assessment.

- In Edinburgh people waited 100 days for an assessment and 16 per cent of cases had an unreasonable delay after assessment. Often, this meant that the person's condition had deteriorated by the time they received their service so it was no longer adequate. These delays impacted on other health and social care services, especially hospitals, as people could not return home until care had been arranged for them.⁴³
- In the Scottish Borders there was a nine week wait for top priority cases and a 15 week wait for the second level of priority. Even some people assessed as critical could struggle to get the support when they needed it. Overnight care for people at the end of their life who wanted to die at home was especially problematic. Inspectors found that staffing problems had led to a lack of consistency of care and although always treated with respect, some individuals had 24 different carers in a three-month period.⁴⁴

84. We reported in our 2016 *Social work in Scotland*  audit, that people receiving care were most unhappy with the limited length of visits. In the survey, one person described facing a choice of breakfast or a shower as the carer could not provide both in the 15-minute appointment slot. A survey of home care workers by Unison in 2016, found that 80 per cent felt that their service had been affected by budget reductions and many staff described this as a focus on 'quantity not quality'.⁴⁵ The Care Inspectorate reported that the number of complaints upheld for adult care homes increased by five per cent between 2014/15 and 2016/17.

85. East Lothian Council has also reported a backlog of residents waiting for a care package due to a lack of capacity within care providers.⁴⁶ It is unlikely that these are isolated examples as elderly populations are growing in all council areas in Scotland and this trend is set to continue (**Exhibit 4**). The Competition and Markets Authority concluded recently that the model for residential care was unsustainable without additional funding.⁴⁷ Councils and IJBs face significant challenges in delivering social care. They will need to consider how to transform their social care services so that older people are able to access the care they need.

There is a risk that reduced spending in education is affecting pupils' learning experience and staff morale

86. Education is the largest area of council spend. Spending on schools, including pre-schools, has been increasing since 2015/16 when the Scottish Government introduced its School Attainment Challenge. Despite this, national data shows that since 2010/11 spending on schools has not kept up with trends in pupil numbers:

- Spending on primary education has reduced by two per cent despite pupil numbers increasing by nine per cent.
- Spending on secondary education has reduced by nine per cent while pupil numbers have fallen by seven per cent.

87. Teacher-to-pupil ratios are protected by Scottish Government policy and funding. Since 2012/13, teacher-to-pupil ratios have increased slightly in primary schools and stayed the same in secondary schools, while the number of class room assistants increased by 13 per cent over that period. However, since 2012/13:

- administration and clerical support staff have been reduced by 11 per cent
- library staff have been reduced by 16 per cent
- music instructors have been reduced by 30 per cent
- additional support needs care workers have been reduced by 13 per cent despite a 44 per cent increase in children with additional support needs over the same period.⁴⁸

88. There is no national data showing the impact of these staffing changes. However, there is a risk that unless alternatives are provided, the reduction in library and music staff could result in a less rich and varied learning experience. Similarly, the reductions in additional support staff could mean some children are not receiving the support they need.

89. A study for the Educational Institute of Scotland in 2017 found that 40 per cent of teachers were considering leaving their job in the next 18 months. They found the



How are your council and IJB managing demand for social care services? What preventative measures are available in your council?

main cause of stress was an excessive administration workload and lack of preparation time.⁴⁹ In a 2017 survey by UNISON, 60 per cent of support staff reported that morale was low and 40 per cent claimed to work unpaid overtime every week.⁵⁰

90. Some councils are reporting difficulties recruiting staff and some schools cannot offer higher level exams in some subjects due to a lack of suitably qualified staff.⁵¹

Smaller services are affected more by budget cuts but the impact of this is not always clear

91. Smaller services have experienced greater levels of budget reductions. Although nationally published data does not break down staff by department, there is evidence that sizeable staff reductions have affected these services.

- The Royal Town Planning Institute Scotland identified a 23 per cent reduction in staffing of planning teams in local government since 2009.⁵²
- The Society of Chief Officers of Environmental Health in Scotland reported an eight per cent fall in environmental health services posts between 2016 and 2017.⁵³
- COSLA reported a 20 per cent decrease in the workforce for trading standards, but did not specify over which time period.⁵⁴

92. These departments and others provide important services to communities, such as inspecting building standards and public health; there is a risk that staffing pressures and budget cuts could lead to errors with potentially serious consequences to the public. As the Commission reported in 2013, the long-term viability of councils' trading standards services is under threat, potentially leaving consumers without important protection.⁵⁵

93. Keep Scotland Beautiful reports that overall local environmental quality has reached its lowest point in over a decade. This is after a marked increase in the presence of litter, fly tipping, graffiti and weeds in communities over the last 18 months.⁵⁶ Councils also report that fly tipping has increased from 6.22 incidents per 1000 households in 2014/15 to 9.23 incidents in 2016/17.⁵⁷

94. Funding for Money Advice Services reduced by around 15 per cent in 2015/16 and this is set to continue. Although councils have sought to minimise the impact of cost reductions to the Money Advice Service by transforming services, these cuts have also reduced the availability of locally based services. These types of reductions could disproportionately affect the most disadvantaged and vulnerable as 80 per cent of people using these services have a household income of under £15,000.⁵⁸ Limiting access to this service can diminish the wellbeing of people who might use them. It could also make it more likely they will require help from other council services such as social care and homelessness services.

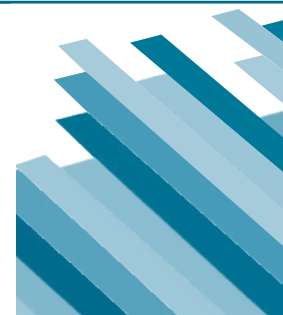
95. We recognise that councils will prioritise some services over others to reflect their strategic priorities. Our audit work has found that generally councils are good at setting clear strategic priorities but that links to how these will achieve improved performance and outcomes are poor. Councils should be able to clearly set out the impact sizeable budget reductions have had on performance and outcomes so that decisions on funding are based on solid evidence. This is an area we plan to examine further in our 2019 report.











Do you know how budget cuts have affected your smaller services?


Do you know the impact of spending reductions on the services your council provides?

Endnotes



- ◀ 1 *Scottish Household Survey*, Scottish Government, 2016.
- ◀ 2 [Best Value Assurance Report: Clackmannanshire Council](#) , Audit Scotland, January 2018.
- ◀ 3 *Scottish Household Survey*, Scottish Government 2016.
- ◀ 4 Local Government Elections 2017. Scottish Parliament Information Centre, May 2017.
- ◀ 5 Revenue funding includes the general revenue grant, non-domestic rate income and specific revenue grants. Figures for 2017/18 and 2018/19 are based upon the annual totals set out by the Scottish Government in 'Local Government Finance Circular No. 4/2018' and we have compared 2017/18 outturn to the 2018/19 budgeted funding. These totals reflect a £34.5 million redetermination of funding in 2017/18 being classified as funding to councils for 2018/19. We will consider any implications of this funding arrangement for councils during both the 2017/18 annual audit process and our subsequent financial overview of local government.
- ◀ 6 [Local Government in Scotland: Financial overview 2016/17](#) , Audit Scotland, November 2017.
- ◀ 7 Unison submission to the local government and communities committee's scrutiny of the 2018/19 budget.
- ◀ 8 Angus, Dumfries and Galloway, East Lothian, Orkney and Renfrewshire had no live claims in September 2016.
- ◀ 9 Local Government Finance Statistics 2016/17, Scottish Government.
- ◀ 10 North Ayrshire Council's submission to the local government and community committee's scrutiny of the 2018/19 budget.
- ◀ 11 Additional predictions by the National Records for Scotland consider the impact on population growth if migration from the EU changed. Scotland's predicted population growth to 2041 varied from seven per cent if immigration from the EU increased by 50 per cent to two per cent growth if there was no immigration from the EU. This affected working age people and children more than the elderly.
- ◀ 12 Barnett K, Mercer SW, Norbury M, Watt G, Wyke S, Guthrie B. *Epidemiology of multi-morbidity and implications for health care, research, and medical education: a cross-sectional study*. The Lancet, 2012.
- ◀ 13 *The demography of Scotland and the impact of devolution*, Scottish Affairs Committee, Westminster.
- ◀ 14 'Dependency' ratios are a useful way to examine the relative age structure of the population but the reality is more complex than they suggest, many people of typically working age are not economically active (for example students) and many retired people are financially independent.
- ◀ 15 [Local government in Scotland: Financial overview 2016/17](#) , Audit Scotland, November 2017. This contains further information on reserves.
- ◀ 16 Ibid.
- ◀ 17 Joint Staffing Watch figures, Scottish Government. All staffing figures are in Full Time Equivalent (FTE). Figures for most councils are rounded to the nearest 100. Figures for Aberdeen City and Glasgow City Councils are rounded to the nearest 1,000.
- ◀ 18 Joint Staffing Watch figures show 226,800 FTEs in Q1 2009 and 205,800 in Q1 2012.

- ◀ 19 Joint Staffing Watch figures show 205,800 FTEs in Q1 2012, 198,300 in Q1 2016, and 195,800 in Q1 2017.
- ◀ 20 Joint Staffing Watch figures show 196,600 FTEs in Q3 2017, 196,200 in Q3 2016, 229,000 in Q2 2008 and 228,500 in Q2 2007.
- ◀ 21 Joint Staffing Watch figures for Inverclyde Council show 3,900 FTEs in Q1 2010.
- ◀ 22 Joint Staffing Watch figures for Inverclyde Council show 3,400 FTES in Q1 2017.
- ◀ 23 *Scottish Social Service Sector: Report on 2016 Workforce Data*, Scottish Social Service Council, September 2017.
- ◀ 24 Information comes from three Unison reports: *A Unison survey of building control staff*, June 2017; *A survey of Scotland's school support staff*, January 2017; *A survey of care workers in Scotland*, July 2017.
- ◀ 25 Office for National Statistics, *Analysis of factors affecting earnings using Annual Survey of Hours and Earnings: 2016*.
- ◀ 26 The Smith Institute. *From pay squeeze to a staffing crisis: a study of recruitment and retention in the NHS and local government, 2015*.
- ◀ 27 *Talent Management in Public Services in Scotland*, Improvement Service, 2017.
- ◀ 28 [Local Government in Scotland: Performance and challenges](#) , Audit Scotland, March 2017.
- ◀ 29 [Local Government in Scotland: Financial overview 2016/17](#) , Audit Scotland, November 2017.
- ◀ 30 Ibid.
- ◀ 31 *Local Government Finance: Fees and Charges 2011-12 to 2015-16*. Scottish Parliament Information Centre, 2017.
- ◀ 32 *Local Authority Parking Finances in Scotland 2015-16*, RAC Foundation for Motoring, 2017.
- ◀ 33 *The Cost of Saying Goodbye*, Citizens Advice Scotland, 2017.
- ◀ 34 Evidence to Local Government and Communities Committee for scrutiny of 2018/19 draft budget.
- ◀ 35 The Moray Council and Clackmannanshire Council are not currently involved in this project.
- ◀ 36 [Principles for a digital future](#) , Audit Scotland, May 2017.
- ◀ 37 The full range of indicators includes unit costs and public satisfaction. These are available on the Improvement Service website – www.improvementservice.org.uk/benchmarking/ 
- ◀ 38 The average tariff score is a summary measure which calculates the latest and best achievements of pupils in the senior phase of secondary school.
- ◀ 39 [School Education](#) , Audit Scotland, June 2014.
- ◀ 40 Scottish Household Survey. Scottish Government, 2016.
- ◀ 41 PricewaterhouseCoopers (PwC) publish an annual report on local government in the UK based on surveys of council chief executives, finance directors, council leaders and 2,007 members of the public.
- ◀ 42 *Social Care Scotland 2016*, Scottish Government, 2017.
- ◀ 43 Joint Inspection of services for older people in Edinburgh, Care Inspectorate and Healthcare Improvement Scotland, 2017.
- ◀ 44 Joint inspection of services for older people in Scottish Borders, Care Inspectorate and Healthcare Improvement Scotland, 2017.
- ◀ 45 *We care, do you?* A survey of care workers in Scotland, Unison, July 2016.
- ◀ 46 Auditor returns, November 2017.
- ◀ 47 Care homes market study, Competition and Markets Authority, 2017.

- ◀ 48 Teacher Census, Scottish Government, December 2016.
- ◀ 49 *Working conditions of Scotland's teachers*, Educational Institute of Scotland, 2017.
- ◀ 50 *Hard Lessons*, A survey of Scotland's school support staff. Unison, 2017.
- ◀ 51 Joint response to the MAC Call for Evidence on the Partial review of the Shortage Occupation List: Teachers, Scottish Government and COSLA, September 2016.
- ◀ 52 Royal Town Planning Institute's submission to the Local Government and Communities Committee's enquiry into the 2018/19 Draft Budget.
- ◀ 53 Correspondence with the Society of Chief Officers of Environmental Health in Scotland.
- ◀ 54 Budget briefing, COSLA, December 2017.
- ◀ 55 [Protecting consumers](#) , Audit Scotland, January 2013.
- ◀ 56 Local environmental quality in decline, an update, Keep Scotland Beautiful 2017.
- ◀ 57 APSE performance network, 12 councils reported data on fly tipping.
- ◀ 58 *The Future of Money Advice Services in Scotland*, Improvement service, 2017.

Local government in Scotland Challenges and performance 2018

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Report To:	Policy & Resources Committee	Date:	22 May, 2018
Report By:	Chief Executive	Report No:	FIN/46/18/AP
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	Local Scrutiny Plan – 2018/19		

1.0 PURPOSE

- 1.1 The purpose of this report to advise the Committee of Inverclyde Council's Scrutiny Plan for 2018/19.

2.0 SUMMARY

- 2.1 The Local Scrutiny Plan (LSP) sets out the planned external scrutiny for Inverclyde Council during 2018/19.
- 2.2 The LSP only covers areas that the Local Area Network (LAN) has identified as requiring scrutiny or where scrutiny is planned as part of a national programme. The 2018/19 Shared Risk Assessment (SRA) did not identify any risks which require specific scrutiny by the LAN. This represents the 3rd year in a row where this positive assessment has been reached.
- 2.3 The Council's External Auditors will be present at the meeting to present the LSP and to answer any questions from Members.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the contents of the Local Scrutiny Plan for 2018/19.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

4.1 The Local Scrutiny Plan (LSP) sets out the planned external scrutiny for Inverclyde Council during 2018/19 based on an assessment by the LAN which comprises representatives from all the scrutiny bodies who engage with the Council. This process draws on a range of evidence with the aim of determining any scrutiny activity required and focusing this in a proportionate way.

5.0 LOCAL SCRUTINY PLAN 2018/19

5.1 The 2018/19 Shared Risk Assessment (SRA) did not identify any risks which require specific scrutiny by the LAN. This represents the 3rd year in a row where this positive assessment has been reached. The full LSP is attached as Appendix 1.

5.2 Appendix 1 to the LSP lists a number of pieces of scrutiny activity linked to national programmes. Members will be kept updated regarding any relevant issues and actions via the relevant Committee. Any national Performance Audits will also be reported to the relevant Committee in the usual manner.

5.3 The Council's External Auditors will be present at the meeting to present the LSP and to answer any questions from Members.

6.0 IMPLICATIONS

6.1 Finance

There are no financial implications arising from this report.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A					

6.2 Legal

There are no additional legal implications arising from this report.

6.3 Human Resources

There are no HR implications arising from this report.

6.4 Equalities

Has an Equality Impact Assessment been carried out?

Yes See attached appendix

No This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

6.5 Repopulation

There are no Repopulation issues arising from this report.

7.0 CONSULTATIONS

7.1 The CMT were consulted by Audit Scotland during the finalisation of the LSP.

8.0 LIST OF BACKGROUND PAPERS

8.1 None

Inverclyde Council

Local Scrutiny Plan – April 2018 to March 2019

Introduction

1. This local scrutiny plan sets out any scrutiny risks identified by the local area network (LAN), proposed scrutiny responses and expected scrutiny activity for Inverclyde Council during the financial year 2018/19.
2. The scrutiny risks and responses are based on a shared risk assessment undertaken by a local area network (LAN), comprising representatives of all the scrutiny bodies who engage with the council. The shared risk assessment process draws on a range of evidence with the aim of determining any scrutiny risks in the council and the IJB.
3. Expected scrutiny activity across all councils in Scotland informs the National Scrutiny Plan for 2018/19, which is available on the Audit Scotland [website](#).

Scrutiny risks

4. The 2018/19 shared risk assessment process has not identified any additional risk areas from its assessment, where specific scrutiny is required, other than that which is nationally directed or part of ongoing work programmes.
5. Inverclyde Council was the first to receive an audit under the revised arrangements for auditing best value in local government in June 2017. This was a positive report overall. There were a number of recommendations made in the report to support further improvement at the council, but nothing identified that would constitute a specific scrutiny risk.
6. Audit Scotland will focus on the Council's response to issues identified in the BVAR and will report on progress made against the recommendations in its Annual Audit Report for 2017/18.

Financial management and financial planning

7. Inverclyde Council's financial management is effective, and it has a good medium to long-term financial strategy and in each of the last three years, the council has achieved in-year surpluses which exceeded its plan.
8. The council also has significant reserves relative to its size. However a proportion of the reserves are being used to meet short and medium-term budget pressures. The council agreed a balanced 2018/19 Revenue Budget without the use of reserves. The council will need to make challenging decisions to deliver the 2019/23 budget plan over the next four years.

-
9. Audit Scotland will continue to monitor the council's approach to financial management and financial planning and will report on these in its Annual Audit Report for 2017/18, in line with the strategic best value audit plan

Social work

10. As part of the Care Inspectorate's wider planned programme of national scrutiny work, a joint inspection of services for children and young people was carried out, led by the Care Inspectorate with participation by Healthcare Improvement Scotland, Education Scotland and HMICS. The joint inspection report was published in October 2017. This was a very positive inspection with a strong profile of evaluations. There were notable improvements in the wellbeing and life chances of children and young people, with a commendable focus on those who were most vulnerable. The inspection also noted some areas for improvement and requested that Inverclyde Community Planning Partnership develop a joint action plan to address these. The Care Inspectorate will monitor progress of the joint action plan.

Education

11. Education Scotland has no particular concerns with Inverclyde Council's educational provision and therefore there no additional scrutiny is planned in 2018/19 beyond the general inspection programme. As an attainment challenge authority Inverclyde will be inspected as part of the Education Authority inspection programme focusing on the Scottish Attainment Challenge.

Housing

12. To assess the risk to social landlord services, the Scottish Housing Regulator (SHR) has reviewed and compared the performance of all Scottish social landlords to identify the weakest performing.
13. It identified in relation to the council's homelessness service a high level of repeat applications and assessments; and a high level of lost contacts before assessment and discharge of duty.
14. The Scottish Housing Regulator (SHR) will monitor the council's progress in addressing the housing and homelessness service weaknesses identified in this plan. It will review the council's quarterly performance management reports and meet council officials as necessary.
15. SHR may carry out thematic inquiries during 2018/19 or it may carry out survey or on-site work to follow up on published thematic reports. SHR will also review the Scottish Social Housing Charter data submitted by landlords and carry out data accuracy visits during the second quarter of 2018/19. Where councils are to be involved in a thematic inquiry, any follow-up work to a published thematic inquiry, or a data accuracy visit, the SHR will confirm this directly with the council and the LAN lead.

Scrutiny activity

16. Any expected scrutiny activity between April 2018 and March 2019 is shown in Appendix 1. For some of their scrutiny activity in 2018/19, scrutiny bodies are still to determine their work programmes and which specific council areas they will cover. Where a council is to be involved, the relevant scrutiny body will confirm this with the council and the appropriate LAN lead.
17. In addition to specific work shown in Appendix 1, routine, scheduled audit and inspection work will take place through the annual audit process and the ongoing inspection of school and care establishments by Education Scotland and the Care Inspectorate respectively. The outcomes of this work will help to inform future assessment of scrutiny risk.
18. The Care Inspectorate is currently undertaking preparatory work for a thematic review of self-directed support which will be carried out during 2018/19. Throughout the year, the Care Inspectorate will conduct an inspection in up to six areas across the country with the aim of identifying factors which support effective implementation of the legislation and barriers which require to be overcome.
19. The Care Inspectorate has recently completed a thematic review of Adult Support and Protection, carried out across six partnership areas in collaboration with colleagues from HMICS and Healthcare Improvement Scotland. The Care Inspectorate intend to publish a report on this work by the end of the current financial year. During 2018/19, the Care Inspectorate will work with Scottish Government and colleagues to encourage partnerships to use this learning to review their own practice and to take any action necessary to strengthen their response to concerns.
20. From April 2017, the Care Inspectorate and Healthcare Improvement Scotland have a joint duty under the Public Bodies (Joint Working) (Scotland) Act 2014 to assess and report on the effectiveness of integration authorities strategic plans. In these early stages of integration of health and social care, the Care Inspectorate will report on the progress which integration authorities are making towards a more collaborative culture and integrated approaches to planning and delivering services. During 2018/19, the Care Inspectorate intend to visit three partnerships to report on their progress.
21. The Accounts Commission agreed the overall framework for a new approach to auditing Best Value in June 2016. Best Value will be assessed over the five year audit appointment, as part of the annual audit work. In addition a Best Value Assurance Report (BVAR) for each council will be considered by the Accounts Commission at least once in this five year period. Inverclyde Council's BVAR was published in June 2017.
22. Audit Scotland will carry out a programme of performance audits during 2018/19 and individual audit and inspection agencies will continue to monitor developments in key areas of

council activity and will provide support and challenge as appropriate. This will help to inform future assessments of scrutiny risk.

23. There will be no additional Education Scotland scrutiny in 2018/19 other than that which is nationally directed or part of ongoing work programmes, including general inspection and support activity that Education Scotland provides to the council.

March 2018

Appendix 1: Scrutiny activity

Scrutiny body	Scrutiny activity	Date
Audit Scotland (as external auditor)	No specific scrutiny work planned	
Audit Scotland	<p>Audit Scotland plans to undertake performance audit work on City Deals, Health and social care integration, and Children and young people's mental health services.</p> <p>The findings of a performance audit of Arms Length External Organisations (ALEOs) will be published in Spring 2018.</p> <p>Any engagement with individual councils is still to be determined. Details of future audit work are available on the Audit Scotland website here.</p>	Specific dates to be confirmed
Care Inspectorate	No specific scrutiny work planned.	
Education Scotland	<p>Inspection of progress in improving learning, raising attainment and closing the poverty related attainment gap</p> <p>Community Learning and Development strategic level inspection.</p>	<p>From 30 April 2018</p> <p>Jan – Mar 2019</p>
Her Majesty's Inspectorate of Constabulary (HMICS)	No specific inspections planned.	
Her Majesty's Fire Service Inspectorate (HMFSI)	No specific inspections planned.	
Scottish Housing Regulator	<p>The Scottish Housing Regulator (SHR) will monitor the council's progress in addressing the housing and homelessness service weaknesses identified in this plan. It will review the council's quarterly performance management reports and meet council officials as necessary.</p> <p>The Scottish Housing Regulator (SHR) may carry</p>	<p>Quarterly</p> <p>Q2 2018/19</p>

<p>out thematic inquiries during 2018/19 or it may carry out survey or on-site work to follow up on published thematic reports. The SHR will also review the Scottish Social Housing Charter data submitted by landlords and carry out data accuracy visits during the second quarter of 2018/19.</p>	
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Report To:	Policy & Resources Committee	Date:	22 May 2018
Report By:	Corporate Director Environment, Regeneration & Resources	Report No:	LP/043/18
Contact Officer:	Gerard Malone	Contact No:	01475 712710
Subject:	Freedom of Information Requests 2017		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Policy & Resources Committee with details of Freedom of Information (FOI) requests received by the Council January-December 2017.

2.0 SUMMARY

- 2.1 The Freedom of Information (Scotland) Act 2002 (FOISA) came into effect on 1 January 2005. Under FOISA, a person who requests information from a Scottish public authority which holds it is entitled to be given it by the authority, subject to certain conditions and exemptions which are set out in the Act. The Environmental Information (Scotland) Regulations 2004 (the EIRs) also came into force on 1 January 2005 and give the public rights of access to environmental information held by Scottish public authorities.
- 2.2 The Council has adopted the Model Publication Scheme 2016 which was produced and approved by the Scottish Information Commissioner on 29 March 2016. The Model Publication Scheme (MPS) and the Council's Guide to information available through the MPS are on the Council's website at www.inverclyde.gov.uk.

3.0 RECOMMENDATION

- 3.1 The Policy & Resources Committee is asked to note the information provided in relation to FOI requests received by the Council during 2017.

Gerard Malone
Head of Legal & Property Services

4.0 BACKGROUND

- 4.1 FOISA provides a right of access to recorded information held by Scottish public authorities subject to certain conditions and exemptions which are set out in the Act.
- 4.2 The Council has adopted the Model Publication Scheme 2016 which was produced and approved by the Scottish Information Commissioner on 29 March 2016. The Model Publication Scheme (MPS) and the Council's Guide to information available through the MPS are on the Council's website at www.inverclyde.gov.uk. The Council's Guide provides information on:-
- what information is available (and what is not available) in relation to each class;
 - charges that may be applied;
 - how to find the information easily;
 - contact details for enquiries and help with accessing the information; and
 - how to request information held by the Council that has not been published.
- 4.3 An applicant for information has the right to ask the Council to review its action and/or decisions if he/she is dissatisfied with the way in which the Council has dealt with the request for information. If still dissatisfied with the review decision, or if the review decision has not been received within 20 working days, an applicant may appeal to the Scottish Information Commissioner.
- 4.4 The Scottish Information Commissioner has asked all Scottish public authorities to provide statistics on FOI requests and requests under the EIRs, the number of Data Protection Subject Access requests received, details of reviews dealt with and exemptions/exceptions applied on a quarterly basis from 1 April 2013. These statistics are available on the Scottish Information Commissioner's website at www.itspubliknowledge.info.
- 4.5 Although the Scottish Information Commissioner has no locus in relation to Data Protection Subject Access Requests (SARs), this information is collected to see how the number of FOI and EIR requests authorities received compares to the number of SARs received.

5.0 REQUESTS RECEIVED

- 5.1 During 2017 1265 FOI requests, 16 requests under the EIRs and 33 Data Protection Subject Access Requests were received.
- 5.2 A comparison with the number of FOI and EIR requests received in 2016 is set out in the table below.

Year	FOIs	EIRs	Total	FOI/EIRs Responses Within Statutory Timescale	FOI/EIRs Response Outwith Statutory Timescale	Withdrawn/ Carried Forward (clarification/ fees)
2014	1121	19	1140	1030	89	21
2015	1029	12	1041	851	157	33
2016	1193	14	1207	1010	151	46
2017	1265	16	1281	1063	95	123

- 5.3 Members will note from the table above that, in comparison with 2016, there has been an increase in the number of FOI/EIR requests dealt with by the Council. An increase of 6% FOI requests were dealt with in this period.
- 5.4 FOI/EIR requests are dealt with within existing staff resources and are recorded and co-ordinated centrally by Legal & Property Services. In addition, Legal & Property Services deals with any requests specific to the service, all cross service requests, the preparation and submission of quarterly statistical returns to the Scottish Information Commissioner and quarterly monitoring reports to the CMT. This is supported by staff within the directorates who deal with service specific requests.

- 5.5 Quarterly reports on progress throughout the year are submitted to the CMT for overall review and any actions on a service specific basis and to ensure awareness of the impact on staff resources.
- 5.6 The table below provides a breakdown of the source of FOI requests received.

Source of Request (where known)	2017
Charity/Campaign/Voluntary Organisations	56
Commercial Organisations	107
Education/Research	14
Journalist/Media Organisation	137
Legal Organisations	47
Individuals	751
MSP/Scottish Parliament/Other Elected Official	139
Other Public Body	7
Trade Union/Professional Representative Body	23
TOTAL	1281

6.0 IMPLICATIONS

6.1 Financial

All costs associated with dealing with FOI and EIR requests and appeals and Data Protection Subject Access requests are contained within existing budgets. However, information on the time spent and estimated cost (based on the mid-point of the relative salary grade) of dealing with FOI and EIR requests across the Council has been collated from May 2016. Services have been improving their time and cost recording procedures over the past year and the estimated costs now more accurately are beginning to reflect the actual costs. The time spent on and estimated cost of dealing with FOI and EIR requests during January-December 2017 is set out in the table below:

January-December 2017	Time Spent	Estimated Cost
	1814.4hrs	£30,112.93

One off Costs:

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments
n/a	n/a	n/a	n/a	n/a	n/a

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £'000	Virement From (If Applicable)	Other Comments
n/a	n/a	n/a	n/a	n/a	n/a

Legal

- 6.2 The Council is legally bound to comply with FOISA and the EIRs. The Scottish Information Commissioner has powers of enforcement which can be used where a public authority is consistently failing to comply with the legislation.

Human Resources

- 6.3 None.

Equalities

6.4 None.

Repopulation

6.5 There are no direct implications in respect of repopulation.

7.0 CONSULTATIONS

7.1 None.

8.0 LIST OF BACKGROUND PAPERS

8.1 Freedom of Information (Scotland) Act 2002, Environmental Information Regulations (Scotland) Regulations 2004 and Data Protection Act 1998.

Report To:	Policy and Resources Committee	Date:	22 May 2018
Report By:	Head of Legal & Property Services	Report No:	LP/051/18
Contact Officer:	Gerard Malone	Contact No:	01475 712710
Subject:	General Data Protection Regulation		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Policy and Resources Committee of the main provisions of the new EU General Data Protection Regulation ("GDPR") and the preparatory work being undertaken by the Council to achieve practical compliance with the GDPR by the implementation date of 25 May 2018.

2.0 SUMMARY

- 2.1 The GDPR will come into force on 25 May 2018, notwithstanding Brexit. A new Data Protection Bill to ensure the new data protection laws contained in the GDPR continue to apply as national law in the UK following Brexit is currently progressing through Parliament.
- 2.2 GDPR is the most significant change to data protection law in over 20 years and will mean important changes to the way in which the Council addresses Data Protection compliance. As well as enhancing existing rights and introducing new rights for individuals, the monetary penalties for a data protection breach will increase from a maximum of £500,000 to 20 million Euros, with a maximum fine of up to 10 million Euros for failure to comply with the GDPR. The reputational damage for an organisation which fails to comply with GDPR will also be considerable.
- 2.3 This report sets out the main changes to data protection laws which will be introduced by GDPR and highlights the work being undertaken by the Council, led by the recently established Information Governance team, to ensure compliance with the GDPR by 25 May 2018.

3.0 RECOMMENDATION

- 3.1 It is recommended that the Policy and Resources Committee notes the contents of this report, including the main provisions of the GDPR and the preparatory steps being undertaken by the Council to achieve practical compliance with the GDPR by the implementation date of 25 May 2018.

Gerard Malone
Head of Legal & Property Services

4.0 BACKGROUND TO GDPR

- 4.1 The GDPR was formally adopted on 4 May 2016 and is set to repeal and replace most EU data protection legislation, including the Data Protection Act 1998 (the “DPA”) in the UK, with a much more onerous regime. The GDPR will have direct effect without the need for national legislation. It will apply from 25 May 2018.
- 4.2 Following the UK’s departure from the EU, the European Commission will have to decide whether the UK has an adequate level of protection to allow transfers of personal data to and from the European Union. In August 2017, the UK Government released its Statement of Intent setting out proposals for a Data Protection Bill to ensure the new data protection laws contained in the GDPR continue to apply as national law in the UK following Brexit. This Data Protection Bill is currently progressing through Parliament.
- 4.3 Whilst the DPA provides for a maximum fine of £500,000 for a serious breach by a Data Controller. The GDPR establishes a two tiered system of administrative fines. Infringements relating to, for example, a failure to record or adequately record processing activities are subject to fines of up to 10 million Euros. Infringements involving basic principles attract higher fines of up to 20 million Euros.
- 4.4 In the UK the Information Commissioner’s Office (ICO) regulates the enforcement of the DPA. Under the GDPR, the regulator will be known as the Supervisory Authority and will continue to be the ICO. The ICO’s enforcement powers will be strengthened to include powers to issue warnings, reprimands and orders to Data Controllers, the power to impose temporary and final bans on processing and to order the rectification or erasure of personal data.
- 4.5 Remedies available to individuals have also been strengthened under the GDPR to include the right to claim compensation from Data Controllers and Data Processors for damage caused by a breach of the GDPR and to an effective judicial remedy against Data Controllers and Data Processors for non-compliant processing of personal data.

5.0 MAIN PROVISIONS OF THE GDPR

- 5.1 Part 1 of Appendix 1 of this report highlights the main changes to data protection laws which will be introduced by the GDPR. These changes include greater accountability in the way Data Controllers handle personal data and the need to consider the implications for individuals in advance before carrying out certain processing activities. In addition, the GDPR provides greater transparency to data subjects with regard to knowing what their personal data is being used for and strengthens the rights and control individuals have over their personal data. For the first time, there will be a mandatory legal obligation to report any serious data protection breach to the ICO.
- 5.2 Part 2 of Appendix 1 of the report sets out the actions needed to ensure GDPR compliance by 25 May 2018. These actions have been incorporated into the Council’s GDPR Implementation Plan, which is based on the ICO’s guidance “Preparing for the Data Protection Regulation – 12 steps to take now”. Appendix 2 is a summary of the Council’s GDPR Implementation Plan.

6.0 INFORMATION GOVERNANCE TEAM AND DATA PROTECTION OFFICER

- 6.1 The Council already has a robust Council wide Information Governance Framework and in order to ensure continued delivery of this framework, including GDPR preparation and ongoing GDPR compliance, a dedicated Corporate Information Governance resource has been established within Legal and Property Services. This resource is under the responsibility of the Legal Services Manager and comprises an Information Governance Solicitor and the Complaints Officer.
- 6.2 As a result of the implications the GDPR will have for Elected Members in respect of their constituency and Council work, the Information Governance team will provide Elected

Members with support, including training sessions, throughout the GDPR implementation phase and beyond.

- 6.3 The Information Governance Solicitor has also been appointed to the statutory role of the Data Protection Officer (DPO). The key tasks of the DPO are to inform and advise the Council and its employees about their obligations to comply with the GDPR and other data protection legislation; to monitor compliance with the GDPR and other data protection legislation (which includes managing internal data protection activities); to advise on data protection impact assessments; to train staff and conduct internal audits; to be the first point of contact for the ICO and for individuals whose data is processed (employees, customers etc.); and to have due regard to the risk associated with the Council's data processing operations. The GDPR provides that the DPO should have a sufficient degree of autonomy and explicitly provides that an organisation must support its DPO by "providing resources necessary to carry out tasks and to access personal data and processing operations and to maintain his or her expert knowledge".
- 6.4 The creation of the Corporate Information Governance team has been supported by the allocation of £150,000 of earmarked reserves as part of the 2018/19 budget to fund systems improvement and compliance and a training programme.

7.0 GDPR IMPLEMENTATION PLAN - PROGRESS

- 7.1 The Information Governance team is leading the Council preparation in the GDPR Implementation Plan, assisted by the GDPR Working Group (which is made up of representatives from each Council service known as GDPR Champions) and the Information Governance Steering Group.
- 7.2 As stated at Paragraph 5.2 above, the GDPR Implementation Plan contains 12 steps and includes actions in respect of training and awareness raising, auditing and documenting information held by the Council, identifying the legal basis for processing information, thinking about how best to communicate privacy information to the public, considering how consent is sought, obtained and recorded, ensuring that data breach management procedures are adequate, considering the impact of GDPR on new and existing Council contracts, implementing relevant changes to processes and systems to comply with new rights of individuals and the designation of a statutory DPO.
- 7.3 Implementation of these actions is progressing and the plan is being updated as further guidance becomes available from the ICO and the EU. All data protection policies and procedures are being reviewed and updated as necessary. GDPR training and awareness raising is being incorporated into a GDPR specific e-learning module which will be mandatory for all employees who have access to a computer and process personal data. GDPR briefing sessions are to be held for all employees at team leader level and above. A communications plan has been developed to ensure that all employees are aware of GDPR and any changes which may affect the way they work. This involves the issue of briefing notes, pocket guides and regular updates on ICON (including a dedicated FAQs page). Managing the communication of changes to public will be divided into legacy data (existing data) and new data post 25 May 2018. Consideration will be given to the methods of communication in particular with legacy data to minimise duplication of notification of the changes with the public and selecting the most effective communication channels to optimise the effectiveness of message being received.
- 7.4 GDPR implementation also has implications for Elected Members as they are individual data controllers in their own right in relation to information processed as part of their constituency work. Training sessions focusing on how GDPR will affect Elected Members were held on 25 and 30 April 2018. The Information Governance Team will continue to provide all necessary support to Elected Members throughout the implementation phase and beyond.

8.0 IMPLICATIONS

Finance

8.1 Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Information Governance	Training and Systems	2018/19	150		

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (if Applicable)	Other Comments
N/A					

Legal

- 8.2 The Council requires to take steps as identified in this report to comply with the terms of the new EU General Data Protection Regulation by the implementation date of 25 May 2018.

Human Resources

- 8.3 HR are providing assistance by facilitating the launch of the GDPR specific e-learning module.

Equalities

- 8.4 There are no direct equalities implications arising from this report.

Repopulation

- 8.5 There are no direct repopulation implications arising from this report.

9.0 CONSULTATIONS

- 9.1 The Corporate Management Team has been consulted in the preparation of this report.

10.0 LIST OF BACKGROUND PAPERS

- 10.1 ICO's guidance "Preparing for the Data Protection Regulation – 12 steps to take now" - <https://ico.org.uk/media/1624219/preparing-for-the-gdpr-12-steps.pdf>

GDPR – What is new or different?

PART 1

This section highlights the main changes which will be introduced by the GDPR.

Consent

Consent as a legal basis for processing personal data must be freely given, specific, informed and unambiguous and be given by a statement or by a clear affirmative action. These new provisions will in practice make it more difficult to obtain consent. Any implied consent relied upon for data processing activities will require to be reviewed and adapted as mere acquiescence such as silence or the failure to un-tick a ticked box will not constitute valid consent.

Privacy Notices

Although organisations currently have obligations to provide notice of processing activities to Data Subjects, often through the use of privacy notices, again the GDPR sets a higher standard by adding significant additional information requirements which must be provided. This includes advising Data Subjects of the period for which the data will be stored, the data source, and the legal basis for processing as well as the additional new rights afforded to the Data Subject under the GDPR such as the right to withdraw consent to processing where this is the legal basis for processing. The GDPR provides for exceptions to these requirements in specific circumstances. It is understood that the GDPR is intended to lead to a standardised single privacy notice.

Accountability

Currently, most Data Controllers require to submit an annual processing notification to the ICO. This notification system is abolished by the GDPR. Instead, Data Controllers and Data Processors must keep detailed records of their processing activities and make these available to the ICO on request. Data Controllers must also be able to demonstrate that their processing activities are performed in accordance with the requirements of the GDPR. Data Controllers are expected to comply with any Codes of Conduct published in this respect.

Appointment of Data Protection Officer

Public authorities require to appoint a Data Protection Officer under the GDPR. This person will be the first point of contact for the ICO. This is a governance role, which must report to the highest level of management and be able to take decisions on an independent basis with there being no risk of disciplinary action for so doing. The person appointed must have professional experience and knowledge of data protection laws and be provided with adequate resources to meet the Council's obligations under the GDPR. This person should be appointed in advance to take the Council through this change process, informing the organisation and monitoring compliance with the GDPR.

Data Breach Reporting

For the first time the GDPR imposes a system of mandatory notification to the ICO of any data protection breach which is likely to result in risk to the rights and freedoms of individuals. Any such breach must be notified without undue delay and where feasible, no

later than 72 hours of becoming aware of the breach. Data Subjects may also require to be notified in such circumstances.

Subject Access Requests

Under the GDPR individuals are entitled to receive more information without having to pay a fee unless the request is excessive. The time limit for responding to a subject access request is also reduced.

Data Protection by Design

Data Controllers are required to implement appropriate technical and organisation measures designed to implement data protection principles and to integrate the necessary safeguards into processing to meet the requirements of the GDPR. In addition, measures must be implemented to ensure that only personal data necessary for a specific purpose is processed. This will involve restricting access and storage. Appropriate measures may be identified through the use of privacy impact assessments.

Privacy Impact Assessments

Data Controllers must carry out impact assessments where processing is likely to result in a high risk to the rights and freedoms of individuals. Such assessments must be carried out prior to the processing and must contain prescribed information as a minimum. The ICO should publish a list of the processing which would require an impact assessment. Data protection compliance measures must be built into any new process, for example, the installation of a new IT system.

Data Processors

Data Controllers will be subject to all provisions of the GDPR but for the first time, Data Processors will also be subject to some of the provisions of the new laws contained in the GDPR. Further, in terms of the GDPR, Data Controllers must impose more detailed contractual obligations on Data Processors who process personal data on their behalf to ensure compliance. New obligations include, for example, the Data Processor being subject to confidentiality obligations and being contractually obliged to return or delete personal data at the termination or expiry of the processing contract.

PART 2

SUMMARY OF REQUIRED ACTIONS

Drawing on the main changes set out above, in summary, in order to be ready for the implementation of the GDPR, Council will plan its approach to GDPR compliance by:

1. Analysing what data is collected by the Council, how we use such data and identifying to whom we do or may disclose such data;
2. Creating a record, which must be duly updated where necessary, detailing the outcomes of 1. above as well as confirming the legal basis for any processing which takes place;
3. Identifying where consent is relied upon by Council Services as the legal basis for processing and ensuring the obtaining of such consent meets the new higher standard under the GDPR or alternatively, considering whether the Council can rely on another legal basis for relevant processing activities;
4. Considering and updating existing Council privacy and other notices which advise Data Subjects what the Council does and will do with their data and determining how to communicate this to Data Subjects;
5. Considering and updating existing processes and systems which implement the legal right of Data Subjects to access the personal data the Council holds on them through subject access;
6. Considering how to comply with the privacy by design requirements including when it is possible to anonymise personal data and when a privacy impact assessment is required;
7. Considering the appointment of the Data Protection Officer;
8. Ensuring the Council can identify and has processes in place to ensure compliance with data breach reporting requirements;
9. Considering whether existing Data Processing Agreements require to be updated;
10. Considering the impact of the GDPR on existing Council policies; and
11. Making staff aware of the terms of the GDPR and training staff in all of the above matters to the extent the above impacts on their daily tasks.

Summary GDPR Implementation Plan

Code	Task	Who	Target Date	Status at April 2018
GDPR 1				
Accountability and Governance				
1.1	Mandatory GDPR e-learning course to be placed on Brightwave. This will be targeted to staff who have email access, and handle personal data. Completion rates will be monitored.	Information Governance Team HR & OD	25/5/18	Green – On Track
1.2	GDPR Pocket Guide to be issued to staff to be able to access and refer to as matters arise.	Information Governance Team Corporate Communications	18/5/18	Green – On Track
1.3	Staff Training in preparation for legislation coming into force. Training will be available on a regular basis following GDPR implementation.	Information Governance Team	25/5/18	Green - On Track
	Elected members – scheduled dates in diary		25/4/18 30/4/18	Green - Training completed.
	Team Leaders & Managers – Key influencers – scheduled dates in diary		8/5/18 15/5/18	Green - Scheduled – On Track
	Head teacher's – scheduled dates in diary		16/5/18	Green - Scheduled – On Track
	Customer Services – scheduled dates in diary		16/5/18 23/5/18	Green - Scheduled – On track
1.4	GDPR Guide to be prepared for Elected Members.	Information Governance Team Corporate Communications	18/05/18	Green – in progress
1.5	Policies & Procedures - all relevant polices require updating.	Information Governance Team	25/05/18	Green - Ongoing
1.6	Service Provision Forms – changes to internal forms to ensure they are GDPR compliant. Statutory forms will be changed through relevant owners.	Information Governance Team & GDPR Champions	31/8/18	Green – in progress
GDPR 2				

Information You Hold				
2.1	Information Asset Register – to be completed with the assistance of GDPR Champions.	All Services/ GDPR Champions	7/5/18 - ASAP – this is the priority, as it will assist with Privacy Notices.	Green - Ongoing
2.2	Data Minimisation – all Services are to follow the Policy for the Retention and Disposal of Records Paper and Electronic to ensure that they hold the minimum data required.	ALL	25/5/18	Green - Ongoing
2.3	Email data retention communication to all staff and data purge to take place reducing the volume of legacy data held.	ICT & All Staff	25/5/18	Green – in progress
GDPR 3				
Communicating Privacy Information				
3.1	Privacy Notice to be updated to reflect GDPR requirements and publish online.	Information Governance Team	18/5/18	Green – On track
3.2	Privacy Notice Template and Guidance issued to Champions.	Information Governance Team	4/5/18	Green - Template issued to GDPR Champions (March 2018). Guidance in draft form.
3.2	Tailored Privacy Notices Services to adapt tailored Privacy Notice to be used in their business and return for storing in the central repository online.	GDPR Champions	18/5/18	Green - Ongoing
3.3	Communication Strategy changes to public. This will be divided into legacy data (existing data), and new data. Consideration will be given to the mediums used to communicate whilst managing reputation and avoiding duplication across services.	Information Governance Team	18/5/18	Green - Ongoing
3.4	Email footer with link to corporate privacy notice for all staff including Councillors.	Information Governance Team	18/5/18	Green – in progress
GDPR 4				
Data Protection Impact Assessments				

4.1	Design Data Protection Impact Assessment and Guidance	Information Governance Team	18/5/18	Green – in progress
GDPR 5 Contracts				
5.1	Draft GDPR compliant contract clauses	Information Governance Team/ Procurement and Legal	25/5/18	Green – in progress
GDPR 6 Data Sharing Agreements				
6.1	Update Data Sharing Agreements	Information Governance Team	25/5/18	Green – in progress

Report To: Policy & Resources Committee

Date: 22 May 2018

Report By: Louise Long
Corporate Director (Chief Officer)
Inverclyde Health and Social Care
Partnership (HSCP)

Report No: SW/31/2018/SMcA

Contact Officer: Sharon McAlees
Head of Service

Contact No: 715282

Subject: Inverclyde PREVENT Strategy and Guidance

1.0 PURPOSE

1.1 The purpose of this report is to recommend the adoption of the Inverclyde PREVENT strategy and guidance which can be found in the appendix.

2.0 SUMMARY

2.1 The Counter-Terrorism and Security Act 2015 placed a duty on a number of specified authorities to have due regard to the need to prevent people from being drawn into terrorism.

2.2 The authorities identified in government guidance, issued under the Act, as having a role in protecting vulnerable people include the;

- Local authority (including all LA schools)
- NHS
- Independent and Grant aided schools
- Further and Higher education establishments
- Prisons
- Police

2.3 The priorities for PREVENT detailed in the attached guidance are:

- Staff training and awareness of PREVENT duty.
- To communicate to staff the pathway to raising a concern - notice, check and share.
- To ensure a balanced and proportionate approach to PREVENT recognising its fit with the day to day work to protect vulnerable children and adults in Inverclyde
- Delivery of PREVENT through multi-agency partnership overseen by a clear structure of governance.

2.4 Inverclyde is part of the national PREVENT Peer Support Network. This network delivers sector led improvement which includes a Peer review of the PREVENT arrangements in each local authority. Inverclyde will not be reviewed before October 2018.

3.0 RECOMMENDATIONS

3.1 That the attached PREVENT strategy and guidance are adopted and communicated to all new and existing staff.

3.2 That the following PREVENT staff training approach is communicated to all staff and partner agencies;

- ***Introduction to PREVENT e learning package***, available on icon from March 26 2018, is made available to all new and existing local authority staff.
- WRAP (Workshop to Raise Awareness of Prevent) one hour workshop is targeted for frontline managers and staff, including, social services, criminal justice, education, health staff and local communities.

4.0 BACKGROUND

4.1 Revised PREVENT Duty guidance for Scotland specifies that section 26 of the Counter Terrorism Act 2015 (the Act) places a duty on the local authority to have, in exercise of their functions,

Due regard to the need to prevent people from being drawn into terrorism

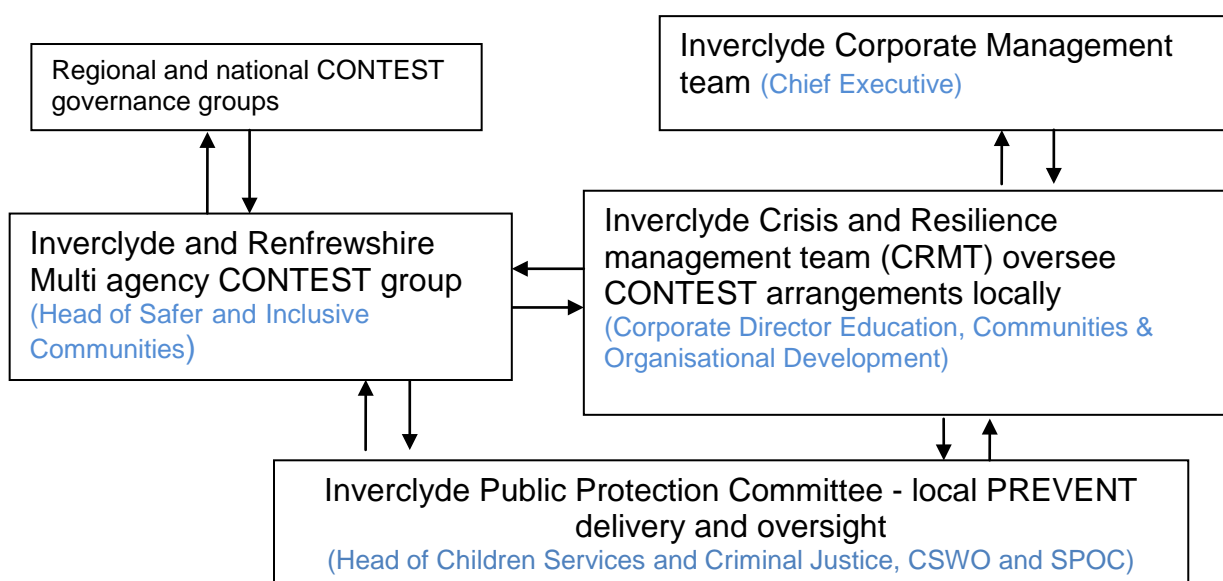
4.2 The duty does not confer new functions on the local authority. It asks that a proportionate amount of weight be placed on the need to prevent people being drawn into terrorism when carrying out support of vulnerable adults and children receiving services from the bodies listed here:

- Local authority (including all LA schools)
- NHS
- Independent and grant aided schools
- Further and Higher education establishments
- Prisons
- Police

4.3 PREVENT is one of four workstreams of the overall UK counter terrorism strategy, CONTEST. Each of the workstreams comprises the following key objectives:

- *Pursue*: to stop terrorist attacks;
- **Prevent**: to stop people becoming terrorists or supporting terrorism;
- *Protect*: to strengthen our protection against a terrorist attack; and
- *Prepare*: to mitigate the impact of a terrorist attack.

4.4 The PREVENT governance structure is shown below. Locally PREVENT delivery is overseen by the Inverclyde Public Protection Committee which fulfils the role of a local PREVENT sub group and is chaired by PREVENT SPOC, Head of Children's Services and Criminal Justice and CSWO. That delivery is supported and overseen by Inverclyde CRMT (Crisis and resilience management team) which has CONTEST as an agenda item. The CRMT in turn communicates with both the Inverclyde corporate management team and the Inverclyde and Renfrewshire CONTEST group. Regional and national CONTEST groups also inform this structure.



5.0 PROPOSAL

5.1 That the PREVENT strategy and guidance is issued to all Council staff with guidance recommending:

- The training opportunities, which are available on line through a PREVENT e-learning package and a one hour WRAP (Workshop to raise awareness of PREVENT), are taken up as appropriate.
- That all staff familiarise themselves with the pathway for raising a concern in the event that they feel a person might be vulnerable to radicalisation.

5.2 That the current local governance structure is acknowledged and agreed to provide sufficient managerial oversight of PREVENT duties as laid out in the Act.

6.0 IMPLICATIONS

Strategic

6.1 The addition of PREVENT to the agenda of the Inverclyde Public Protection Network as a standing item enables proportionate management oversight from an appropriate multi-agency group. Some consideration will need to be given to who must attend the network and with what frequency to ensure PREVENT responsibilities are maintained to a minimum standard.

Good practice advice from the National PREVENT delivery unit on suitable membership is to include a PREVENT representative from each of the specified bodies.

6.2 Information campaign supported by Council communication to raise awareness. Strategic roll out of PREVENT training to relevant staff to inform workforce might reasonably be expected to be achieved over a two year period.

Finance

6.3 There are no new financial implications, with costs being met from within existing resources.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

Legal

6.4 Section 26 of the Counter-Terrorism and Security Act places a duty on the local authority to have due regard to the need to prevent people from being drawn into terrorism.

The Act provides statutory obligations on the Council. The Head of Legal and Property has been consulted in this regard.

Any legal implications will necessarily make up part of training and policy rolled out.

Human Resources

- 6.5 Corporate Communications and HR service would be valuable in supporting the roll out of this strategy, assist in circulation of the PREVENT policy and training opportunities to all employees.

Equalities

- 6.6 An Equality Impact Assessment (EQIA) has been completed and is one of the background papers.

Has an Equality Impact Assessment been carried out?

√	YES (see attached appendix)
	NO – This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

Repopulation

- 6.7 There are no implications for repopulation.

7.0 CONSULTATIONS

- 7.1 Consultation has been undertaken with the following partners:

- Police Scotland (PREVENT delivery unit and local Counter terrorism liaison officers)
- Head of Safer and Inclusive Communities (CRMT Chair and K division CONTEST rep)
- Head of Children, Families and Criminal Justice Service (Prevent SPOC)
- Head of Legal and Property Service
- Head of Education inclusion service
- Scottish government Connected Communities – Safeguarding & Vulnerability Team
- Inverclyde Adult and child protection WRAP trainers
- West Region Prevent group
- Glasgow and Ayr local authority PREVENT leads

8.0 LIST OF BACKGROUND PAPERS

- 8.1 N/A

Important information for all staff about
**Preventing vulnerable people being
drawn into terrorism**

22nd February
2018

**Inverclyde PREVENT
Strategy and
Inter-agency guidance**

**The purpose of this guidance is to let
you know what you can do to prevent
vulnerable people being drawn into
terrorism.**

This guidance introduces the Prevent strategy and answers any questions about what it means for you.

What is the Prevent Strategy?

The Prevent strategy aims to reduce the threat to the UK from terrorism by stopping people becoming terrorists or supporting terrorism. It is about preventative action, and is very much focused on the early stages, where a crime has not yet been committed.

Background

The Counter Terrorism and Security Act came into force in July 2015, placing a duty on a number of specified authorities to have;

“Due regard to the need to prevent people from being drawn into terrorism”.

The authorities identified as having a role in protecting vulnerable people include the;

- the local authority (including all LA schools)
- NHS
- Independent and Grant aided schools
- further and higher education establishments
- prisons and
- Police.

More in depth information on the Prevent duty for local authorities and specific bodies can be found in the following guidance;

[Revised Prevent Duty Guidance: for Scotland](#) and

[NHS Scotland playing our part implementing Prevent](#)

It is important to recognise that for the organisations above, efforts to stop individuals from being drawn into terrorism forms part of their normal work to protect vulnerable children and adults. Therefore existing helping procedures should be applied.

So, in the same way that we might raise concerns about children who may be vulnerable to neglect, or an adult who may be at risk of harm, we need to know how to identify concerns that people might be vulnerable to being drawn into terrorism.

We need to know who to tell, so that proportionate care, advice and support can be considered. In doing this, we can help prevent people from being exploited by those who would seek to harm, through violent extremism and terrorism.

Terminology

Understanding the terminology associated with Prevent will assist you in your decision making process. The following definitions are commonly used within Prevent.

Radicalisation: the process by which a person comes to support terrorism and extremist ideologies associated with terrorist groups. Vulnerable individuals may be exploited in many ways by radicalisers who actively target their susceptibility.

Extremism: the vocal or active opposition to fundamental values, including democracy, the rule of law, individual liberty and mutual respect and tolerance of different faiths and beliefs. We also include in our definition of extremism calls for the death of members of our armed forces.

Terrorism: The use or threat of action designed to influence the government or an international governmental organisation or to intimidate the public, or a section of the public; made for the purposes of advancing a political, religious, racial or ideological cause; and it involves or causes:

Serious violence against a person;

Serious damage to a property;

Threat to a person's life

Serious risk to the health and safety of the public

Or

Serious interference with or disruption to an electronic system

What is the threat?

Prevent involves all kinds of terrorist threat to the UK. Sometimes that threat arises from organisations originating from overseas and sometimes from right wing extremist organisations who pose a threat to our safety and security. At times, Prevent activity in Scotland may touch on separate anti-sectarianism work or vice versa.

Motivations are varied and many usually relate to particular ideologies, some further examples include:

- political movements
- religious beliefs
- animal rights groups

- environmental issues and
- Economic issues.

Why do people get involved in terrorism or violent extremism?

There is no single profile for a person who is likely to become radicalised or move to support extremism. However, here are some signs that may indicate vulnerability to terrorist ideologies – for example:

- a lack of identity or belonging/identity crisis
- insecurity
- defending a culture, way of life or beliefs

and

- Being pressured or bullied.

Those who radicalise others into believing terrorist or violent extremist ideologies, often target vulnerable people who are led into believing that violence or criminality can; earn respect, right a wrong or glorify a cause.

Spotting the signs

There is no definitive checklist that can be given to help make decisions about whether a staff member, patient, client, student or visitor has been or is being radicalised.

There is no single profile to determine who is likely to become involved in terrorism or violent extremism. The process of radicalisation is different for every individual and situation.

However, signs that an individual may be being radicalised could be:

- becoming focussed on extremist activities
- becoming withdrawn and stopping participating in their usual activities
- expressing feelings of anger, grievance or injustice
- going missing from their home, school or care setting
- a new group of friends who you have concerns about using language that supports, 'us and them,' thinking
- possessing or searching for extremist literature online

Or

- Changes in an individual's appearance or behaviour.

As a member of staff, you are required to use your existing skills and professional judgement in determining the significance of any changes. However, we recognise that in large organisations, staff members have different levels and types of interaction with others.

In some areas, staff will have professional duties in relation to safeguarding members of the public – in other areas, much less so. If you work in an area where you are already skilled in safeguarding, you will receive additional training to help you spot the signs of vulnerability to being drawn into terrorism.

For others, the focus is on being aware that if you notice something that is of concern, you know who you can contact in your organisation for advice and guidance. This is so that you can pass on your concern if this is necessary and be confident that you have done the right thing. It also ensures that others in the organisation, who are suitably trained, can exercise professional judgement so that cases that need to be taken forward are dealt with appropriately. Concerns could relate to people in your community, members of the public you have some dealings with as part of your work, or members of staff.

Raising a concern; notice, check, share

Raising a concern to Prevent should be based on a person's vulnerability to radicalisation and should not be because of the person's faith or ethnic origin.

Ideally, the person considering making the referral will be the designated Child or adult protection officer for their organisation and have a good understanding of community safety, safeguarding and Prevent. Ideally they will have attended the Home Office approved;

- Workshop to Raise Awareness of Prevent (WRAP) and completed the e-learning module available through the learning and development tab found on icon; <http://icon/hr/employee-development/learning-development/>

If the referring person or organisations have not completed the above training then it is highly recommended that they speak with the local authority Prevent coordinator (Andrew.campbell@inverclyde.gov.uk) or the Prevent Single point of contact (Sharon.mcalees@inverclyde.gov.uk) in the first instance to discuss any concerns.

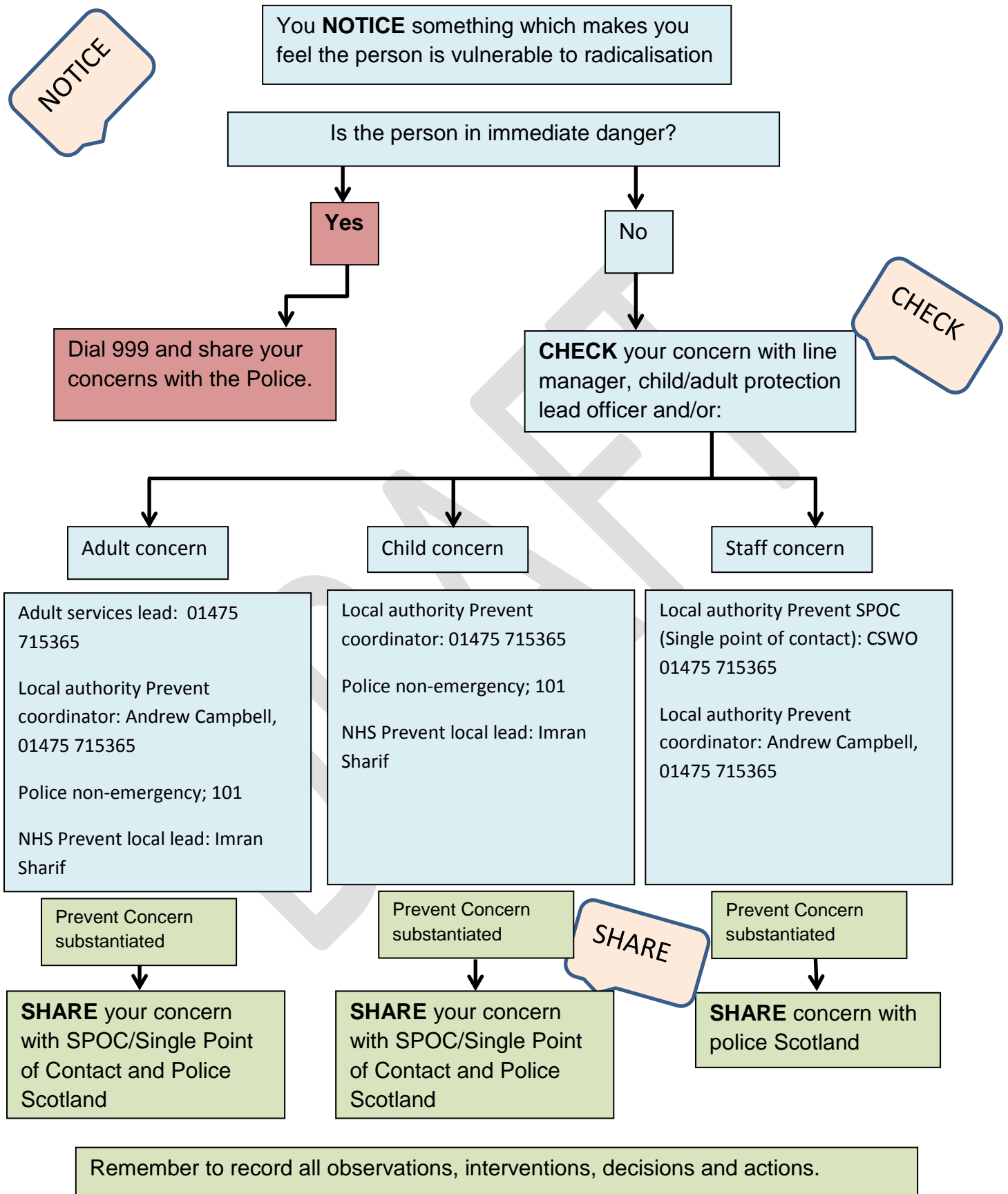
How and where to access training might also be discussed if required.

The; **Notice - check – share** flow chart below can be used in your assessment on whether or not to raise a concern. The information within this flow chart is not a definitive guide and should be used as a prompt to promote further questioning, reasoning and clarity for the necessity of raising a concern to Prevent.

Raising a concern – Notice, Check, Share

You must report any concerns you have. Remember to record all observations, interventions, decisions and actions.

Raising a concern – Notice, Check, Share



The main aim of Prevent is to stop people from supporting terrorism or becoming terrorists themselves. Ensuring a balanced and proportionate approach to delivering Prevent will allow us to safeguard vulnerable individuals from radicalising influences.

Further support and advice

Training programmes are now available for staff to increase their knowledge of Prevent. An e-Learning module can now be accessed through Inverclyde council on line (ICON) <http://icon/hr/employee-development/learning-development/>.

There is also a one-hour workshop available: WRAP (Workshop to Raise Awareness of Prevent). If you feel that you need this training, please discuss with your line manager in the first instance then contact Prevent Coordinator by email:

Andrew.Campbell@inverclyde.gov.uk or phone on 01475 715365

Prevent training Delivery Plan

The local authority is required to develop and implement a policy led, staff training and awareness-raising programme. The programme promotes understanding of radicalisation issues, confidence in dealing with them and a culture of vigilance.

Training will enable all staff to recognise situations when vulnerable individuals may be or are being exploited and how concerns should be reported or escalated.

Different levels of training exist;

- WRAP (workshop raising awareness of Prevent) training for trainers
 - WRAP – 1 Hour face to face training
- And
- E-learning introduction to Prevent

Staff should access the appropriate course after referencing the training plan on page 8 below and discussing it with their line manager. The WRAP list is not definitive so staff members who feel that they would benefit from this classroom based training should not hesitate to enquire or apply for a place. Staff without access to a computer should access the WRAP training.

All staff should complete the e-learning, Introduction to Prevent found on icon through the e-learning tab.

Upcoming WRAP courses can be found at the bottom of the icon home page by selecting the tab: **Upcoming courses on course Booker.**

Prevent Training delivered in month ending 40T					
Type of training Delivered	Who is expected to attend	When and where	Who attended? (Identify staff groups)	Number of participants (How many from each staff group)	Who delivered the training?
WRAP (Workshop to raise awareness of Prevent) training for trainers – 4 Hrs	A sufficient practitioner pool including; <ul style="list-style-type: none"> • 4 children and families and criminal justice practitioners • 8 secondary school staff • 4 adult and community services practitioners 				
WRAP – 1 hour classroom delivered face to face training	All of the following (not a definitive list); <ul style="list-style-type: none"> • Qualified social work staff • Family support staff • Criminal justice staff • Education Services Staff • Home support workers • Residential Care staff • Foster carers • Through care and Youth support workers • Adult Mental Health first line staff • Drug and alcohol first line staff • Learning disability first line staff • Community learning and dev staff • Welfare rights officers • Youth workers • Community centre staff • Library workers • Facilities managers/janitorial staff • Reception staff • First line managers • Service managers • Heads of service • Corporate directors • Elected members 				
e-learning Introduction to Prevent, 45 mins	All council staff, community organisations and 3 rd sector partners				

Appendix 1

Inverclyde Prevent Duty Checklist – Indicating statutory duties and good practice standards.

Prevent duty benchmark	1. The organisation has appointed a single point of contact (SPOC) for Prevent and is aware of the different channels through which support for Prevent delivery can be obtained.			
Outcome	The organisation has a clear point of contact that is accessible and visible to staff, whilst also being engaged with partners and national support mechanisms.			
		Yes	No	Supporting evidence
Statutory duty	1.1 Has the organisation appointed a single point of contact (SPOC) for Prevent?			
Statutory duty	1.2 Can the organisation demonstrate awareness of, and engagement with, Prevent partners and national leads from SOLACE and COSLA			
Good Practice activity	1.3 Is the SPOC engaged with the different means of obtaining support for Prevent delivery?			

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Prevent duty benchmark	2. A representative of the local authority is engaged with the local CONTEST board and oversees the delivery of Prevent in collaboration with other local partners			
Outcome	The organisation supports and engages with the local multi-agency CONTEST group in order to agree and co-ordinate Prevent activity.			
		Yes	No	Supporting evidence
Statutory duty	2.1 Does the organisation provide a representative who is engaged with the local multi-agency CONTEST group?			
Statutory duty	2.2 Has the local multi-agency CONTEST group agreed and co-ordinated Prevent activity and is performance adequately monitored and recorded?			
Good Practice activity	2.3 Have local CONTEST partners implemented a stand-alone Prevent sub-group to support and co-ordinate the implementation of the Prevent Duty between partners?			

Prevent duty benchmark	3. There is an agreed local Prevent Implementation Plan which has been informed by the threat and risk identified by the local Emerging and Residual Threat Local Profile (ERTLP) document.			
Outcome	An ERTLP is delivered to the local authority and other key stakeholders on an annual basis which is used to enable the local multi-agency CONTEST group to develop and agree a Prevent Implementation Plan.			
		Yes	No	Supporting evidence
Statutory duty	3.1 Is there an annual ERTLP briefing provided to the Chief Executive and other relevant staff which provides information on the threat, risk and vulnerability in the area?			
Statutory duty	3.2 Is the organisation engaged in the process of developing and agreeing Prevent actions for the local implementation plan which are informed by the threat, risk and vulnerability identified by the ERTLP?			

Prevent duty benchmark	4. The organisation has sufficient partnership contacts to enable the identification and mitigation of threats and risks that emerge outside of the ERTLP process (for example, community tensions following a terrorist incident).			
Outcome	The organisation is able to respond effectively to emerging threat and risk in a			

	proportionate way			
		Yes	No	Supporting evidence
Good Practice activity	4.1 Threat and risk can emerge at any time and may not be captured in the annual ERTLP briefing. Does the organisation have the means to not only identify these issues as they present, but also to undertake effective mitigating activity?			

Prevent duty benchmark	5. The organisation has an agreed process in place for the referral of those identified as being at risk of radicalisation.			
Outcome	Individuals who have been identified as being vulnerable to radicalisation are referred to the appropriate agency.			
		Yes	No	Supporting evidence
Statutory Duty	5.1 Is there an agreed process in place for the referral of individuals who are identified as at risk of being drawn into terrorism?			

Prevent duty benchmark	6. Information concerning the referral process is accessible to all staff.			
Outcome	Staff members know how to make referrals to the appropriate agency by accessing information about the process.			
		Yes	No	Supporting evidence
Statutory Duty	6.1 Is the referral process easily			

	accessible to all relevant staff?			
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Prevent duty benchmark	7. There are suitable processes and policies in place to enable the formation of a Prevent Professional Concerns (PPC) multi-agency meeting where required and a chairperson has been identified who will oversee the meeting and actions.			
Outcome	The organisation is able to respond effectively to a PPC referral by forming the meeting with attendance from appropriate partner agencies.			
		Yes	No	Supporting evidence
Statutory duty	7.1 Is the organisation fully aware of its obligation to form a PPC multi-agency meeting on receipt of a referral and are suitable processes in place to enable this to take place?			
Good Practice Activity	7.2 Relevant staff members receive training regarding processes and purpose of PPC? Is the identified chair of the meeting adequately trained and supported?			

Prevent duty benchmark	8. The organisation has agreed an Information Sharing Protocol (ISP) with relevant local partners to support both Prevent Case Management (PCM) and Prevent Professional Concerns (PPC) processes.			
Outcome	The process of information sharing to facilitate Prevent activity has been agreed by all relevant partners.			
		Yes	No	Supporting evidence
Statutory Duty	8.1 Has an ISP to support Prevent activity been agreed at a local CONTEST level with all relevant partners as signatories?			
Prevent duty benchmark	9. The organisation has conducted an internal training needs analysis and there is an agreed training programme for relevant personnel.			
Outcome	The organisation is providing staff with the right understanding and information in order for them to effectively discharge their responsibilities under the Prevent Duty.			
		Yes	No	Supporting evidence
Statutory duty	9.1 Has the organisation taken steps to understand the specific needs of each role in relation to Prevent and put in place a system of training to reflect this?			

Good Practice Activity	9.2 Are all staff aware of the signs of possible radicalisation and understand how to report concerns?			
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Prevent duty benchmark	10. There is a venue hire policy in place to ensure the organisation's premises are not used by extremists.			
Outcome	Extremists are prevented from hiring the organisation's premises through awareness of Prevent being integrated with relevant policies.			
		Yes	No	Supporting evidence
Statutory Duty	10.1 Do you have a venue hire policy in place which ensures that measures are taken to prevent local authority venues being used by those who might draw people into terrorism?			

Prevent duty benchmark	11. There is an effective IT policy in place to prevent users of the organisation's networks from accessing extremist materials.			
Outcome	Extremist material cannot be accessed from the organisation's network.			
		Yes	No	Supporting evidence

Statutory duty	11.1 Do you have an IT policy which prevents the access of terrorism related content?			
Prevent duty benchmark	12. Prevent has been embedded within commissioning and procurement processes and Prevent is given consideration in the organisation's relationship with arms-length companies where relevant.			
Outcome	Prevent is mainstreamed into commissioning and procurement processes and the organisation's relationship with arms-length companies.			
		Yes	No	Supporting evidence
Statutory duty	12.1 Has Prevent been embedded within the organisation's commissioning and procurement processes?			
Statutory duty	12.2 Has Prevent been given consideration in the organisation's relationship with arms-length companies?			
Prevent duty benchmark	13. The organisation has a communications plan in place to proactively communicate the reality and impact of Prevent work to senior management, elected members and front-line staff.			
Outcome	Key stakeholders are fully informed as to the value of Prevent activity in supporting vulnerable people and of the organisation's commitment and obligations in delivering this.			

		Yes	No	Supporting evidence
Statutory Duty	13.1 Does the organisation have a communications plan in place which proactively communicates the reality and impact of Prevent to professionals and elected members?			

Prevent duty benchmark	14. The organisation engages with a range of community groups, both faith based and secular, to encourage an open and transparent dialogue on the Prevent agenda.			
Outcome	The organisation fosters a joint approach to the delivery of Prevent alongside local communities.			
		Yes	No	Supporting evidence
Good Practice Activity	14.1 Has the organisation sought to engage with respective community groups about the Prevent agenda?			

DRAFT

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Equality Impact Assessment

This document should be completed at the start of policy development or at the early stages of a review. This will ensure equality considerations are taken into account before a decision is made and policies can be altered if required.

SECTION 1 - Policy Profile

1	Name/description of the policy, plan, strategy or programme	Inverclyde Prevent Strategy and Inter agency guidance, April 2018.
2	Responsible organisations/Lead Service	Children, Families and Criminal Justice Service
3	Lead Officer	Sharon McAlees Head of Children, families and criminal justice and Prevent SPOC (single point of contact).
4	Partners/other services involved in the development of this policy	Adult Protection, Safer and Inclusive Communities, Police Scotland, Education Inclusion services, NHS Children and Families and Specialist children's services
5	Is this policy:	New <input checked="" type="checkbox"/> Reviewed/Revised <input type="checkbox"/>
6	What is the purpose of the policy (include any new legislation which prompted the policy or changes to the policy)?	<p>The purpose of this policy is to ensure the local authority enables the implementation of the UK wide Prevent strategy which is supported by the Scottish government.</p> <p>The Counter Terrorism and Security Act came into force in July 2015 (the Act), placing a duty on a number of specified authorities to have "due regard to the need to prevent people from being drawn into terrorism".</p> <p>The specified authorities identified as having a role in protecting vulnerable people identified in government guidance associated with the Act include the;</p> <ul style="list-style-type: none"> • the local authority (including all LA schools) • NHS • Independent and Grant aided schools • further and higher education establishments • prisons and police

<p>7 What are the intended outcomes of the policy?</p>	<p>The intended outcome of the policy is to let staff members know what they can do to prevent vulnerable people being drawn into terrorism.</p> <p>It includes a clear referral pathway if they need to, raise a concern, and gives guidance on training available to all including;</p> <ul style="list-style-type: none"> • Introduction to Prevent – e learning package • Workshop to Raise Awareness of Prevent (WRAP) <p>Both of these training courses equip staff to identify when someone may be vulnerable to radicalisation, how to raise concerns and what a proportionate response looks like.</p>
<p>8 Geographical area (Inverclyde wide or a specific location)</p>	<p>Inverclyde wide</p>
<p>9 Is the policy likely to have an impact on any of the elements of the Council equality duty (if yes, please tick as appropriate)?</p>	<p><input checked="" type="checkbox"/> Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</p> <p><input checked="" type="checkbox"/> Advance equality of opportunity between people from different groups</p> <p><input checked="" type="checkbox"/> Foster good relations between people from different groups</p>
<p>10 Will those who may be directly or indirectly affected by this policy be involved in its development?</p>	<p>Yes the development of this policy has already taken into account the feedback of key staff involved in supporting people who may be vulnerable to being drawn into terrorism. The emphasis on taking a proportionate response has been highlighted. All recognise that stopping individuals from being drawn into terrorism forms part of our services normal work to protect, in particular, vulnerable children and adults.</p> <p>The policy and training approach offers support of individuals considered through the, raising a concern pathway. It encourages a learning approach for those using the notice, check and share methodology. That learning will be shared individually as well as through staff and community briefings as appropriate.</p>

SECTION 2 – Impact on Protected Characteristics

Which of the protected characteristics will the policy have an impact upon? (see guidance for examples of key considerations under each characteristic)

Protected Characteristic	Impact					Reason/Comments
	Positive High	Positive Low	Neutral	Negative High	Negative Low	
Age		x				The content of the training and distribution of the policy will be delivered to ensure that all age groups have access where required.
Disability		x				The training referred to in the policy has been accessibility tested for visual and audio use which considers colour contrasts and plain English. Subtitles are available on video content. Delivery of training will be on various sites which will be accessible with the regards to facilities and location
Gender reassignment		x				The content of the training and distribution of the policy will be delivered to ensure this group has access where required
Marriage and civil partnership			x			
Pregnancy and maternity			x			
Race		x				The content of the policy and training promotes a proportionate approach and a distinct offer of support to vulnerable people. Whilst the guidance acknowledges the most significant terrorist threat to the UK is from; Syria, Iraq, Northern Ireland and from groups associated with the extreme right or sectarianism the guidance identifies the that wherever the risk arises of people being drawn into terrorism or violent extremism then they are offered the earliest possible support and advice from a partnership of agencies proportionate to that risk.
Religion or belief		x				This guidance and associated training acknowledges with sensitivity and consideration the wide religious or other beliefs of people in Inverclyde. It places significant emphasis on the importance of raising a concern to PREVENT should be based on a person's vulnerability to radicalisation and should not be because of their faith.
Sex (male or female)		x				The content of the training and distribution of the policy will be delivered to ensure these groups have access where required

SECTION 3 – Evidence

What evidence do you have to help identify any potential impacts of the policy? (Evidence could include: consultations, surveys, focus groups, interviews, projects, user feedback, complaints, officer knowledge and experience, equalities monitoring data, publications, research, reports, local, national groups.)

Evidence	Details
<p>Consultation/Engagement (including any carried out while developing the policy)</p>	<p>During the development of the policy guidance, consultation/engagement was carried out in a number of ways, including:</p> <ol style="list-style-type: none"> 1. Police Scotland, Prevent delivery unit West region and local Counter terrorism liaison police officers contributed to the guidance especially the referral pathway to raising a concern. 2. Adult protection committee representatives have contributed views and assisted with the expert cohort available to give advice to employees when concerns of radicalisation arise 3. Public Protection network members including the chair of the local child protection committee gave reflective feedback 4. Head of Safer and Inclusive communities gave guidance on the governance structure recognising the vital linkage to regional CONTEST and local Corporate management
<p>Research</p>	<p>Inverclyde have an officer in the Scottish Prevent Peer review network, qualified to carry out reviews of other councils Prevent arrangements. That network reviews all Prevent arrangements around Scotland and disseminates good practice.</p> <p>The Revised Prevent duty guidance; for Scotland (HM Gov, 2015) and NHS Scotland, Playing our Part implementing the Prevent Strategy (2015) inform this local guidance especially in relation to enhancing organisational capability to inhibit and respond to Prevent related incidents</p>

	<p>West region Prevent group and local authorities especially Ayrshire and Glasgow have contributed with advice and consultation to assist in the development of the Inverclyde policy guidance.</p> <p>Police Scotland, Prevent delivery unit West have provided critical oversight on the development of this policy guidance.</p>
Officer's knowledge and experience (including feedback from frontline staff).	Officers involved in developing the policy guidance have many years' experience of working within a policy background and in particular supporting vulnerable people exposed to high risk.
Equalities monitoring data.	<p>The local authority Prevent Lead will ensure that information on concerns, referrals and training activity is collated on a monthly basis in order to:</p> <ul style="list-style-type: none"> • Monitor the impact that the <i>Prevent</i> policy guidance has on parts of the community with respect to equality and diversity and • Indicate the level of involvement the organisation has in <i>Prevent</i> at a local and national level.
User feedback (including complaints)	This approach has learned from the local cohort of practitioners involved in previous, Prevent training for trainers. This has contributed to the improvement in training materials which now offer more specific regional emphasis and insight for example on sectarian and right wing threat.
Stakeholders	
Other	Stakeholders were invited to provide feedback on the draft guidance, prior to a closing date of 9 th March 2018.
What information gaps are there?	No information gaps at this stage

SECTION 4 – CONSEQUENCES OF ANALYSIS

What steps will you take in response to the findings of your analysis? Please select at least one of the following and give a brief explanation.

1. Continue development with no changes		
2. Continue development with minor alterations	x	This new policy guidance will be updated in response in particular to the data produced over time. We expect to learn from not only, referral information but also training uptake and delivery in our own and partner organisations. It is reasonable therefore to expect minor alterations once we are equipped with that data.
3. Continue development with major changes		
4. Discontinue development and consider alternatives (where relevant)		

How will the actual effect of the policy be monitored following implementation?

The governance structure of the Prevent policy guidance begins with the Public Protection Network which has Prevent as a standing agenda item and which is chaired by the Prevent SPOC (single point of contact) and attended by the local authority prevent lead. The regional Contest board monitors matters arising from that process as does the more local CRMT (Crisis and resilience management team) before feeding on to the council's Corporate management team and by doing so ensures Chief executive oversight.

Data will be captured to tell us about;

1. the reach of training delivery, who attended and from which professional discipline (teachers, social workers, adult mental health, managers etc) and who delivered the training (ensure balanced offer from partners).
2. Age and gender of person of concern
3. Source of referral
4. Support actions offered

Data analysis will be feedback through the governance structure.

When is the policy due to be implemented?

From April 2018

When will the policy be reviewed?

Nine months after the date of implementation therefore likely to be January 2019.

What resources are available for the implementation of this policy? Have these resources changed?

What resources are available?

1. Police Scotland have in place trainers to deliver WRAP (workshop to raise awareness of prevent) training to cohorts of staff.
2. Targeted WRAP training for trainers is also available free of charge to develop expertise in our organisations and increase reach and

speed of training delivery.

3. E-learning is free on the council's learning and development website
4. Children, families and Criminal justice have provided officer time to establish a local PREVENT lead to; drive policy development, training needs analysis, impact monitoring and partnership buy in.
5. The same local lead will ensure the Prevent self-assessment is populated in readiness for peer review later in 2018 and bring up to date the local Prevent action plan associated with that self-assessment checklist
6. Training rooms will be provided by all partners as required

Have resources changed

1. The advent of the peer review network demonstrates a renewed commitment expected of specified bodies and local authorities in particular, to achieve a satisfactory and proportionate approach to the duties laid out in the Counter-terrorism and security Act 2015.
2. The Scottish government does have some financial resource to support LA's and will if approached give assistance if able (Connected Communities – Safeguarding & Vulnerability Team).
3. Those local employees given, training for trainers WRAP training in the past will have now lapsed and be in need of refresher training if they are to assist future delivery.

Name of Individual(s) who completed the Assessment

Name(s): Andrew Campbell

Position: Quality Assurance and Improvement team lead, Children, Families and Criminal Justice Service

Date: 06 03 2018

Authorised by

Name: Sharon McAlees

Position: Head of Children, Families and Criminal Justice Service

Date:

Please send a copy of all completed forms to Karen Barclay, Corporate Policy Officer at karen.barclay@inverclyde.gov.uk

Report To: Policy & Resources Committee **Date:** 22 May 2018

Report By: Louise Long
Corporate Director, (Chief Officer)
Inverclyde Health & Social Care
Partnership **Report No:** SW/34/2018/HW

Contact Officer: Helen Watson
Head of Strategy and Support
Services **Contact No:** 01475 715285

Subject: WELLPARK BUILDING WORKS

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Committee on the effects of the implementation of the new service model for integrated drugs and alcohol support services and to note the proposed building works in relation to staff accommodation within the Wellpark Building.

2.0 SUMMARY

- 2.1 The proposal is to carry out building works within Wellpark Centre to be able to relocate 34 members of staff within the Drugs Team currently based at Cathcart Centre. The colocation of Drugs Team staff alongside the Alcohol Services will support the development of a fully integrated Addictions Service.
- 2.2 We are currently reviewing all aspects of the current model for delivery of services to people with alcohol and drug use within Inverclyde population including the current HSCP service delivery; 3rd sector delivery and any other delivery by other relevant partners.
- 2.3 The other HSCP team based in Cathcart Centre is the Community Learning Disabilities Team and they are programmed to move to Port Glasgow Health Centre late autumn. Cathcart Centre is due to be closed by 2021 as part of the new Greenock Health and Care Centre project and associated team moves. This proposal would allow for that building to be freed up earlier, releasing some non-recurring money for essential maintenance work in Inverclyde.

3.0 RECOMMENDATION

- 3.1 It is recommended that the Policy and Resources Committee notes the implementation of the new integrated service and the building works which will be undertaken at the Wellpark Centre to accommodate additional staffing and associated clinical activity.

Louise Long
Corporate Director, (Chief Officer)
Inverclyde Health & Social Care Partnership

4.0 BACKGROUND

- 4.1 Cathcart Centre in Greenock is a Health Board owned building which is due to be closed by 2021 as part of the new Greenock Health Centre project and associated team moves. This proposal to carry out some additional works within Wellpark Centre would accommodate staff from Cathcart Centre who would be co-located alongside the Alcohol services team which will enhance a greater integrated service. The proposal will also allow Cathcart Centre to be freed up earlier, releasing some non-recurring money for essential maintenance work in Inverclyde.
- 4.2 There are 67 staff currently based at Cathcart Centre, 34 within the Drugs Team and 33 within the Community Learning Disabilities Team (CLDT). These teams would be better located elsewhere to allow greater integration of services.
- 4.3 We are currently reviewing all aspects of the current model for delivery of services to people with alcohol and drug use within Inverclyde population including the current HSCP service delivery; 3rd sector delivery and any other delivery by other relevant partners.
- 4.4 Through the review we will look to develop options for a new model of working with a fully integrated pathway across drugs and alcohol which meets a common set of core professional and practice objectives. This will include focus on current/ future demands related to emerging factors e.g. national policy; resource allocations; ageing population; new and emerging drug trends and also treatments.

5.0 PROPOSAL

5.1 Drugs Team moving to Wellpark – by November 2018

There are 34 staff within the Drugs Team currently based within Cathcart Centre. It is proposed that these staff are moved earlier than originally intended on a permanent basis to Wellpark. This move will allow for better integration with the other local services and free up Cathcart Centre and associated facilities costs earlier than originally planned.

These staff would be moving from a Health owned building to a Council owned building. There would be some work required to the Wellpark building to make it fit for the new purpose. The costs of that work are estimated at £115k and would be covered from an anticipated underspend in Addictions for 2017/18 circa £28k together with the use of the IJB Earmarked Reserve created by Social Care Fund underspend in 2016/17.

6.0 IMPLICATIONS

Finance

6.1 See financial implications below in respect of this report.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Wellpark Capital			115k	Additions underspend and EMR	

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments

Legal

6.2 There are no specific legal implications arising from this report.

Human Resources

6.3 There are no specific human resources implications arising from this report.

Equalities

6.4 Has an Equality Impact Assessment been carried out?
Equality Impact Assessments have been carried out on the relevant plans that underpin the HSCP Strategic Plan.

	YES (see attached appendix)
	NO - This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or Strategy. Therefore, no Equality Impact Assessment is required.

7.0 CONSULTATION

7.1 This report has been prepared by the Health of Strategy & Support Service. The Chief Officer, and Chief Financial Officer have been consulted.

8.0 LIST OF BACKGROUND PAPERS

8.1 None.

Report To: Policy & Resources Committee **Date:** 22 May 2018
Report By: Corporate Director Environment, Regeneration & Resources **Report No:** LP/044/18
Contact Officer: Joanna Dalglish **Contact No:** 01475 712123
Subject: Contract Awards – 1 October 2017 to 31 March 2018

1.0 PURPOSE

1.1 The purpose of this report is to advise the Committee of contracts awarded for the supply of goods or materials, provision of services and execution of works during the period 1 October 2017 to 31 March 2018.

2.0 SUMMARY

2.1 The Policy & Resources Committee at the meeting held on 20 May 2014 agreed that six monthly reports on contract awards be submitted to the Committee by the Head of Legal & Property Services (min ref 2014 para 371(2)).

2.2 Appendix 1 provides details of contracts awarded for the period 1 October 2017 to 31 March 2018.

2.3 Appendix 1 has been updated to include details of the size of the supplier who has been awarded the contract.

2.4 Appendix 2 includes, for the period 1 October 2017 to 31 March 2018, the outcome of any blacklisting protocol applications.

3.0 RECOMMENDATION

3.1 That the Committee notes the contracts awarded by the Council during the period 1 October 2017 to 31 March 2018.

Gerard Malone
Head of Legal & Property Services

4.0 BACKGROUND

4.1 The Policy & Resources Committee of 20 May 2014 agreed that six monthly reports on contract awards be submitted to the Committee by the Head of Legal & Property Services (min ref 2014 para 371(2)).

4.2 Appendix 1 provides details of those contracts not otherwise reported to the relevant committee awarded during the period 1 October 2017 to 31 March 2018 for:

- the supply of goods or materials where the estimated price of the contract exceeds £25,000 and within the £500,000 limit
- the provision of services where the estimated price of the contract exceeds £25,000 and within the £500,000 limit
- the execution of works where the estimated price of the contract exceeds £100,000 and within the £500,000 limit
- collaborative purchasing contracts secured through collaborative purchasing (in terms of Contract Standing Order Clause 6.6) where the estimated price of the contract exceeds £25,000 for the supply of goods/materials/services and exceeds £100,000 for the execution of works

in accordance with the thresholds set out in Contract Standing Order 6.1 and the £500,000 limit set out in Contract Standing Order 17.3(i).

4.3 Appendix 2 provides the outcome of any blacklisting protocol applications during the period 1 October 2017 to 31 March 2018, as requested by the Committee at its meeting on 17 May 2016.

5.0 IMPLICATIONS

Finance

5.1 There are no direct financial implications arising as a result of this report however the financial implications in respect of each of the contract awards detailed in Appendix 1 are reported to the appropriate service committee as necessary.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (if Applicable)	Other Comments
N/A					

Legal

5.2 There are no legal implications arising as a result of this report. Any legal implications in

respect of each of the contract awards will be reported to the relevant service Committee.

Human Resources

5.3 There are no direct human resources implications arising as a result of this report.

Equalities

5.4 There are no direct equalities implications arising as a result of this report. In accordance with Contract Standing Order 18, however, no contract is awarded without the relevant Head of Service having obtained from the tenderer confirmation in writing that, to the best of the tenderer's knowledge and belief, the tenderer has complied with all statutory requirements relating to equal opportunities in employment and is not unlawfully discriminating within the meaning and scope of the Race Relations (Amendment) Act 2000 in relation to discrimination in employment and has obtained satisfactory information from the tenderer in relation to their statutory obligations under the Race Relations Act 1976 (as amended).

Repopulation

5.5 While there are no direct repopulation implications arising as a result of this report many of the contracts awarded will enhance the area or facilities provided and operated by the Council which may help to stabilise and grow the population of Inverclyde.

6.0 CONSULTATIONS

6.1 The Corporate Procurement Manager was consulted during the preparation of this report.

7.0 LIST OF BACKGROUND PAPERS

7.1 None.

DATE OF AWARD	TITLE	NAME OF SUCCESSFUL TENDERER	LOCATION OF SUCCESSFUL TENDERER	CONTRACT AMOUNT	SME YES/NO	PROCUREMENT STRATEGY AIMS MET - YES/NO	CONTRACT LOTTED YES/NO
24-Oct-17	CP0282/SIC Clune Park Masterplan	Hypostyle Designs Limited	Glasgow	£28,500	Yes	Yes	No
30-Oct-17	PRO0563 Provision of Maintenance and Minor Works for Fencing, Ballustrades and Blacksmiths MTC	Lot 1 - Right Designs (Blacksmiths, Fencing & Maintenance) Ltd Lot 2 - City Gate Construction (Scotland) Ltd Lot 3 - Eurowelding & Fabrication Ltd	Lot 1 - Grangemouth Lot 2 - Paisley Lot 3 - Greenock	Schedule of Rates	Lot 1 - Yes Lot 2 - Yes Lot 3 - Yes	Yes	Yes
16-Jan-18	PRO0689 Mini Competition via Riverside Inverclyde Framework for QS Consultancy Services	Gardiner and Theobald LLP	Glasgow	Schedule of Rates	No	Yes	No
23-Jan-18	CP0291/EDU Mini Competition via Scotland Excel Framework (Lot 11 Full Office Furniture Kit Out)	Sharp Business Systems UK plc	Ayr	£38,203.98	No	Yes	No
24-Jan-18	CP0290/EDU Mini Competition via Scotland Excel Framework (Lot 5 Full Education Kit Out)	Sharp Business Systems UK plc	Ayr	£114,411	No	Yes	No
06-Feb-18	PRO0667 Restoration of Former District Court, Municipal Buildings, Greenock	W H Kirkwood Ltd	Greenock	£377,684.79	Yes	Yes	No
22-Feb-18	PRO 0699 Mini Competition via Riverside Inverclyde Framework for Architectural Consultancy Services	Keppie Design Ltd	Glasgow	Schedule of Rates	Yes	Yes	No
26-Feb-18	PRO0686 Vehicle Wash Facility, Pottery St, Greenock	Luddon Construction Ltd	Glasgow	£308,238.50	No	Yes	No
12-Mar-18	CP0296/FIN Provision of Sheriff Officer and Debt Recovery Collection Services	Alex M Adamson LLP	Falkirk	Schedule of Rates	Yes	Yes	No
15-Mar-18	CP0293/EDU Mini Competition via Scotland Excel Framework for Supply, Delivery and Installation of LED Touchscreens, Stands and Commercial TVs	AVM Impact Ltd	Perth	£113,925	No	Yes	No
22-Mar-18	ENV0274 Mini Competition via Scotland Excel Framework for Recyclable and Residual Waste (Lot 23) Treatment of Textiles	Nathan Wastesavers Ltd	Denny, Stirlingshire	Schedule of Rates (income)	Yes	Yes	No
22-Mar-18	ENV0262 Mini Competition via Crown Commercial Services Framework for Road Lighting and Traffic Sign Maintenance	Amey OW Limited	Oxford	Schedule of Rates	No	Yes	No

Report To:	Policy and Resources Committee	Date: 22 May 2018
Report By:	Corporate Director Environment, Regeneration & Resources	Report No: PR/17/18/SA/BH
Contact Officer:	Brendan Hurrell	Contact No: 712654
Subject:	Unite Construction Charter	

1.0 PURPOSE

- 1.1 The purpose of this report is to ask the Committee to agree to the use of an Inverclyde Council Construction Charter.

2.0 SUMMARY

- 2.1 The development of Construction Charters is a trade union campaign across UK local authorities to lay down a minimum set of standards, conditions and expectations from construction companies who tender for contracts in the public sector. This has been pursued mainly on a council by council basis by the respective Trade Unions. Councils have also been written to by Unite to request that they agree to a Construction Charter. A copy of this letter is attached in Appendix 3.
- 2.2 The first charter to be signed was in Liverpool in September 2015 with the local council and the construction trade unions. More recently Aberdeen City, Fife, North Lanarkshire, Renfrewshire and North Lanarkshire Councils have put in place their own construction charters. A copy of North Ayrshire Council's charter is contained in Appendix 1.
- 2.3 These charters have sought to improve on the starting point agreed in Liverpool, with individual councils agreeing to bespoke charter arrangements for their authority which take consideration of a range of local and operational circumstances.
- 2.4 The Council has been asked by the unions to develop its own construction charter to cover all areas of activity in relation to all construction contracts it delivers. The draft Construction Charter for Inverclyde Council is attached in Appendix 2.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee agrees to the use of the Construction Charter as detailed within Appendix 2.

Scott Allan
Corporate Director
Environment Regeneration and Resources

4.0 BACKGROUND

- 4.1 The development of Construction Charters is a trade union campaign across UK local authorities to lay down a minimum set of standards, conditions and expectations from construction companies who tender for contracts in the public sector. This has been pursued mainly on a council by council basis by the respective Trade Unions.
- 4.2 Inverclyde Council has adopted a set of standard questions as part of its Fair Working Practices Policy. This policy requires that fair Working Practices are given a weighting of up to 5% in construction tenders. The Fair Working Practices policy deals with the issues contained within the Construction Charter.

5.0 PROCUREMENT AND THE CONSTRUCTION CHARTER

- 5.1 The draft Construction Charter for Inverclyde Council is attached in Appendix 2. There are aspects of the Construction Charter which can be mandated as a minimum standard within a tender. However there are other aspects which cannot. The Fair Working Practices policy and standard questions that are used in construction tenders are aimed at assessing a tenderer's ability to comply with polices that cannot be legally mandated such as payment of the Scottish Living wage.
- 5.2 The intention would be for officers to adapt the existing fair working practices question to capture each heading within the Inverclyde Council Construction Charter and use this to assess tenderer compliance.

6.0 IMPLICATIONS

Finance

- 6.1 There are no financial implications arising from this report.

Cost Centre	Budget Heading	Proposed Spend this report	Virement from	Other comments

Legal

- 6.2 Legal and Property Services have been consulted on the content of this report.

Human Resources

- 6.3 There are no Human Resources issues associated with this report

Equalities and Diversity

- 6.4 There are no Equality and Diversity issues associated with this report

7.0 BACKGROUND PAPERS

- 7.1 None

Appendix 1

North Ayrshire Council Construction Charter

As a Local Authority we either directly procure, or are the planning authority, for a multitude of construction projects. It is our intention to promote and support positive workforce practices involving "**Direct Employment**" on all construction projects which we procure. We expect all construction companies who secure contracts on these projects within our boundaries to comply fully with this charter.

Health and Safety

The health and safety of all workers is paramount. We expect all contractors to ensure that:

- Health and safety regulations and standards are rigorously implemented and adhered to;
- Welfare facilities for construction workers are appropriate for the 21st century, including reasonable standards for toilets, amenities and drying facilities in accordance with the Construction, Design and Management Regulations 2015.

The Non Profit Distributing (NPD) programme, alternatively known as HUBCOs, must include local community benefits, in particular local jobs and apprenticeships, and help local SME's develop the capacity to take on those infrastructural projects. The Scottish Government should work with relevant bodies to produce strong and clear guidelines on Community Benefit Clauses for externally awarded contracts through HUBCOs and that those contracts uphold the working practices contained herein.

Employment Standards

We require the highest standards of project delivery in order to ensure that North Ayrshire's people's aspirations are met and the projects serve our communities well in the years to come. We are also mindful of the projected skills shortage across the sector and wish the industry to train the next generation of skilled workers for the future. We therefore encourage, and will require where appropriate, all contractors to:

- Be able to demonstrate the skill level of their employees on the project by ensuring appropriate checks are carried out by contractors;
- Comply with the employment and skills requirements set out in our tender documents, promoting and encouraging full apprenticeships;
- Prioritise hard to reach and under-represented groups in employment, training and skills initiatives;
- Work with us to support initiatives aimed at promoting and improving opportunities in education and training of employers and employees engaged on all construction projects within our authority.

Pay and Benefits

This Council is a Living Wage employer and will encourage all construction companies working on its contracts to adhere to that policy.

Where workers are not directly connected to industry collective agreements then the living wage is a minimum standard and we will promote and encourage that those companies are registered with the Scottish Living Wage Accreditation Initiative.

We also expect that all employees, and encourage that all workers, should have access to:

- Paid holiday,
- A sickness benefit scheme,
- A pension scheme,
- Accident compensation,
- Death in service benefits.

Employment Rights

This Council expects direct employment by contractors and sub-contractors on a PAYE Class / National Insurance basis. We believe that Trade Unions play an important role in creating a safe and

productive worksite and developing good industrial relations. We therefore expect our contractors, within the context of the contract let, to:

- Employ workers under recognised industry collective agreements as set out in SJIB, SNIJB, BESA, CIJC, NAECI and TICA or other EU equivalent,
 - Promote the benefits of belonging to a recognised Trade Union,
 - Recognise on-site Shop Stewards as having an important role to play in achieving and promoting good industrial relations,
 - Ensure that the Trade Union has input into the development of Health and Safety policy (to ensure members' priorities are reflected),
 - Actively promote the election of Health and Safety Representatives and support their role in helping to ensure a safe site,
- Provide equality and opportunity for all,
Be able to certify that they have not engaged in the practice of blacklisting workers for any reason.

This Council also supports the Get Britain Building campaign which is aimed at supporting and sustaining the construction industry in Great Britain. Consequently, we seek to maximise the building materials used on Council construction projects that are covered by BES6001 Responsible Sourcing of Construction Products Certificate or equivalent.

North Ayrshire Council looks forward to working with contractors to help support the aims set out in this Charter.

Appendix 2

Inverclyde Council Construction Charter

As a Local Authority we are responsible for the procurement of a multitude of construction projects. It is therefore appropriate that we as a responsible client enter into this agreement and commit to working with the appropriate trade unions, in order to achieve the highest standards in respect of; direct employment status, health & Safety, standard of work, apprenticeship training and the implementation of appropriate nationally agreed terms and conditions of employment. The following shall be assessed for all contractors and their supply chain engaged by this Authority: -

Health and Safety

The health and safety of all workers is paramount. We expect all contractors to ensure that:

- Health and safety regulations and standards are rigorously implemented and adhered to;
- Welfare facilities for construction workers are appropriate for the 21st century, including reasonable standards for toilets, amenities and drying facilities in accordance with the Construction, Design and Management Regulations 2015.

Employment Standards

We require the highest standards of project delivery in order to ensure that Inverclyde people's aspirations are met and the projects serve our communities well in the years to come. We are also mindful of the projected skills shortage across the sector and wish the industry to train the next generation of skilled workers for the future. We therefore encourage, and will require where appropriate, all contractors to:

Be able to demonstrate the skill level of their employees on the project by ensuring appropriate checks are carried out by contractors;

Comply with the employment and skills requirements set out in our tender documents, promoting and encouraging full apprenticeships;

When possible - Prioritise hard to reach and under-represented groups in employment, training and skills initiatives;

Work with us to support initiatives aimed at promoting and improving opportunities in education and training of employers and employees engaged on all construction projects within our authority.

Pay and Benefits

This Council is a Living Wage employer and will encourage all construction companies working on its contracts to adhere to that policy.

Where workers are not directly connected to industry collective agreements then the living wage is a minimum standard and we will promote and encourage that those companies are registered with the Scottish Living Wage Accreditation Initiative.

We also expect that all employees, and encourage that all workers, should have access to:

Paid holiday,

A sickness benefit scheme,

A pension scheme,

Accident compensation,

Death in service benefits.

The Non Profit Distributing (NPD) programme, alternatively known as HUBCOs, should include local community benefits where this is possible, in particular local jobs and apprenticeships, and help local SME's develop the capacity to take on those infrastructural projects. The Scottish Government should work with relevant bodies to produce strong and clear guidelines on Community Benefit Clauses for

externally awarded contracts through HUBCOs and that those contracts uphold the working practices contained herein

Employment Rights

This Council expects direct employment by contractors and sub-contractors on a PAYE Class / National Insurance basis. We believe that Trade Unions play an important role in creating a safe and productive worksite and developing good industrial relations. We therefore expect our contractors, within the context of the contract let, to:

- Employ workers under recognised industry collective agreements as set out in SJIB, SNIJB, BESA, CIJC, NAECI and TICA or other EU equivalent,
- Promote the benefits of belonging to a recognised Trade Union,
- Recognise on-site Shop Stewards as having an important role to play in achieving and promoting good industrial relations,
- Ensure that the Trade Union has input into the development of Health and Safety policy (to ensure members' priorities are reflected),
- Actively promote the election of Health and Safety Representatives and support their role in helping to ensure a safe site,
- Provide equality and opportunity for all,
- Be able to certify that they have not engaged in the practice of blacklisting workers for any reason.

This Council also supports the Get Britain Building campaign which is aimed at supporting and sustaining the construction industry in Great Britain. Consequently, we seek to maximise the building materials used on Council construction projects that are covered by BES6001 Responsible Sourcing of Construction Products Certificate or equivalent.

Inverclyde Council looks forward to working with contractors to help support the aims set out in this Charter.

Unite the Union
 John Smith House
 145- 165 West Regent Street
 Glasgow G2 4RZ

Tel: 0141 375 7070



SCOTLAND REGION

I am writing to you as the Regional Secretary of Unite the Union in Scotland, the largest trade union in Scotland and a key signatory to all national agreements in the construction sector. My union campaigns to improve standards throughout the construction industry, including; improving health and safety for workers, ensuring the payment of fair wages, guaranteeing protection at work and promoting local employment. Unite also works tirelessly to end some of the bad practices that unfortunately exist in construction and to end the blacklisting of construction workers for trade union membership and activities.

Unite members have formed my union's objectives into a Construction Charter. This charter aims to improve the actions and behaviours within the industry. Construction plays a major role in the Scottish economy and councils play a key role in procurement on many construction projects. As your council is a major procurer of services from the construction industry I am asking for your support.

Throughout Scotland councils have adopted fully the provisions of our charter and have publicly affirmed their commitment to work with Unite and other trade unions to ensure the charter is applied on all construction projects. I would like your council to give meaningful consideration to joining with them and adopting in full our Construction Charter. I have enclosed a copy of the charter and a draft motion which your council can pass to show its support. Please let me know if you are willing to support our charter. My union would be happy to publicise your signing.

If you have any questions about my union's Construction Charter and to inform Unite of your councils acceptance of the charter please contact my colleague Willie Thomson, 07810 157 910 willie.thomson@unitetheunion.org who will be happy to assist you.

Finally, I would like to thank-you for giving meaningful consideration to this issue and I look forward to hearing your response. I'm sure you will agree that the provisions contained in our charter will benefit workers and local communities alike. I hope I can rely on your support to achieve our goal of having all 32 councils in Scotland support our charter and to improve working conditions throughout the construction industry.

Yours sincerely,

Pat Rafferty
 Regional Secretary – Unite Scotland.
 Unite the union
 Scotland

CHIEF EXECUTIVE	
RECEIVED	
24 APR 2013	
FILE 12	FOR S. McNab

Len McCluskey
 General Secretary

www.unitetheunion.org

CONSTRUCTION CHARTER

As a Local Authority we are responsible for the procurement of a multitude of construction projects. It is therefore appropriate that we as a responsible client enter into this agreement and commit to working with the appropriate trade unions, in order to achieve the highest standards in respect of; direct employment status, health & Safety, standard of work, apprenticeship training and the implementation of appropriate nationally agreed terms and conditions of employment. The following shall be a requirement for all contractors and their supply chain engaged by this Authority: -

1. All parties recognise that the highest level of compliance with current HMRC regulations must be achieved where public funds are utilised. It is therefore a contractual requirement that all operatives are directly employed on a PAYE basis under a contract of employment. Furthermore the use of intermediary pay roll company will be prohibited on all contracts.
2. Health and Safety of workers on all of our construction projects is paramount. It is therefore a requirement that all contractors rigorously implement and adhere to our minimum standards for health and safety, as set out in our procurement documents. In addition we require all contractors to provide quality welfare facilities fit for purpose in accordance with the Construction Design and Management Regulation of 2015.
3. It is a recognised fact that the presence of trade union safety representatives significantly improves safety in the workplace. Contractors and their supply chain are required to work collaboratively with the appropriate trade unions to identify and implement reasonable real-world initiatives.
4. The Authority requires all projects to be completed to the highest standard, so as to meet the aspirations of the residents of this Authority. In order to achieve this it is recognised that it is necessary that all workers are competent and have the appropriate level of skill to carry out the work they are employed to do. To assist in the achievement of this goal the Authority's contractors and their supply chain will ensure they retain documented evidence that all workers are competent to carry out the work they have been employed to do. They will ensure that such evidence is retained in a way as to allow the Authority or its nominee's to audit the documentation. Possession of the recognised industry skills / grade card such as JIB or CSCS will be considered acceptable evidence
5. The Authority is mindful of the industry skills shortage and the need to address this through appropriate apprenticeships, including adult training in up skilling. The Authority's contractors and supply chain will in consultation with the Authority and other interested parties develop and implement a programme that addresses the skills shortage and provides training opportunities to local residents.

6. The Authority recognises the right of all construction workers to be employed under and to be protected by the appropriate national industry collective agreement. The Authority requires full compliance with all appropriate national agreements applicable to the construction industry.
7. All contractors and their supply chain will accept the right of any trade union that is a signatory to an appropriate national agreement, to appoint shop stewards, workplace health & safety representatives and Union Learning Reps. All trade union accredited representatives will be granted appropriate time and facilities to carry out their responsibilities.
8. The Authority, its contractors and their supply chain are committed to a fair and transparent recruitment policy. All contractors and their supply chain will actively ensure that the engagement of labour is based on the individual's ability to meet the needs of the project and the specific tasks for which they are recruited to undertake.
9. The Authority its contractors and their supply chain agree it's not acceptable for anyone to use or make reference to any form of blacklist.
10. The Authority recognises the benefit trade unions bring to the workplace and the rights of workers to hear from trade union representative. The Authority's contractors and their supply chain are required to allow access to nominated trade union officer from trade unions that are signatories to the appropriate national agreements. Access shall mean access to welfare facilities during working times so as to allow them to consult with their members and potential members.
11. All relevant construction contracts will be required to comply with the Sustainable Buying Standard for Highways and Construction Materials, which requires structural steel and other relevant materials to be covered by BES 6001 Responsible Sourcing of Construction Product certification, or equivalent.
12. The Scottish Future Trust's Non Profit Distributing (NPD) programme alternatively known as HUBCO's was developed to deliver infrastructure projects for the Scottish Government. As such, they must include proper local community benefits, in particular local jobs and apprenticeships and help local SME's develop the capacity to take on those infrastructural projects. The Scottish Government should work with Local Authority to produce strong and clear guidelines on Community Benefit Clauses for externally awarded contracts through HUBCOs and that those contracts uphold the working practices contained herein. Employment and skills.

Local Authority Chief Officer

UNITE the UNION

Name:

Name:

Signature:

Signature:

Date of signing:

Date of signing: