

A meeting of the Policy & Resources Committee will be held on Tuesday 13 November 2018 at 3pm within the Municipal Buildings, Greenock.

GERARD MALONE
Head of Legal & Property Services

BUSINESS

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<p>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 as are set opposite the heading to each item.</p>		
24.	<p>Appendix 2 to Agenda Item 16 (2019/20 Budget Update) Appendix 2 providing details of a proposal for voluntary early release</p>	<p>Para 1 p</p>
25.	<p>Appendix 2 relative to Agenda Item 22 (Review of Vacancies and Voluntary Early Retirement/Redundancy (VER) List (2018/19)) Appendix 2 providing details of three postholders which it is proposed be approved for voluntary early release</p>	<p>Para 1 p</p>
26.	<p>ESF/Lottery Fund I:DEAS (Inverclyde Delivering Effective Advice and Support) Programme Report by Corporate Director (Chief Officer), Inverclyde Health & Social Care Partnership providing an update on the progress of delivering I:DEAS, the Big Lottery/European Social Fund contract for the delivery of Financial Inclusion Services</p>	<p>Paras 6, 8 and 9 p</p>
<p>REMITTS FROM COMMITTEES</p>		

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

Report To:	Policy & Resources Committee	Date:	13 November 2018
Report By:	Chief Financial Officer and Corporate Director Environment, Regeneration & Resources	Report No:	FIN/114/18/AP/MT
Contact Officer:	Matt Thomson	Contact No:	01475 712256
Subject:	Policy & Resources Capital Programme 2018/2021 - 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 £1.400m, which means that the total projected spend is on budget.
- 2.3 Expenditure at 30 September is 61.71% of 2018/19 projected spend. Net slippage of £0.009m (3.0%) is being reported at this time.

3.0 RECOMMENDATIONS

- 3.1 That the Committee notes the current position of the 2018/21 Capital Programme, the reported net slippage 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 15 March 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 implements a six year desktop and laptop refresh strategy. The 2018/19 refresh programme has targeted laptop devices within the school estate, replacing over 830 laptop devices across all areas of the Primary, Secondary and ASN sectors. Additional funds are being allocated to allow a small additional refresh to be completed once the existing programme concludes.
- 5.2 Server and Switch Replacement – A number of maintenance replacements are scheduled for 2018/19 and are being scoped at present. A review of central file storage is ongoing and ICT are engaged with system providers; funding has been allocated to allow this to be completed in this financial year.
- 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 implementation has commenced with a planned completion of March 2019.

6.0 FINANCIAL IMPLICATIONS

Finance

- 6.1 The figures below detail the position at 30 September 2018. Expenditure to date is £0.303m (61.71% of the 2018/19 projected spend). Phasing and project spend have been reviewed.
- 6.2 The current budget for the period to 31 March 2021 is £1.400m. The current projection is £1.400m which means the total projected spend is on budget.
- 6.3 The approved budget for 2018/19 is £0.500m. The Committee is projecting to spend £0.491m with net slippage of £0.009m (3.0%) mainly due to slippage within the Modernisation Fund (£0.059m) offset by advancement within the Rolling Replacement of PCs (£0.030m) and Server & Switch Replacement Programme (£0.020m).

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
	Est Total Cost	Actual to 31/3/18	Approved Budget 2018/19	Revised Est 2018/19	Actual to 30/09/18	Est 2019/20	Est 2020/21	Est 2021/22
	£000	£000	£000	£000	£000	£000	£000	£000
<u>Environment, Regeneration & Resources</u>								
<u>ICT</u>								
Storage/Backup Devices/Minor Works and Projects	65		65	65	10	0	0	
Rolling Replacement of PC's	235		205	235	205	0	0	
Whiteboard/Projector Refresh	48		48	48	35	0	0	
Server & Switch Replacement Programme	103		83	103	35	0	0	
Annual Allocation	826	0	0	0	0	463	363	
<u>ICT Total</u>	1,277	0	401	451	285	463	363	0
<u>Finance</u>								
Modernisation Fund	123	24	99	40	18	5	54	
<u>Finance Total</u>	123	24	99	40	18	5	54	0
TOTAL	1,400	24	500	491	303	468	417	0

Report To:	Policy & Resources Committee	Date:	13 November 2018
Report By:	Chief Financial Officer	Report No:	FIN/110/18/AP/MT
Contact Officer:	Matt Thomson	Contact No:	01475 712256
Subject:	2018/21 Capital Programme		

1.0 PURPOSE

- 1.1 The purpose of the report is to provide the Committee with the latest position of the 2018/21 Capital Programme.

2.0 SUMMARY

- 2.1 On 15 March 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 £2.193m which represents 4.40% of the 2018/21 resources.
- 2.4 It can be seen from Appendix 2 that as at 30 September 2018, expenditure in 2018/19 was 42.86% of projected spend. Phasing and project spend have been reviewed by the budget holders and the relevant Corporate Director.
- 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 4.15% is currently being reported. This is largely due to advancement within the Environment & Regeneration Committee (£0.204m) offset by slippage in Health & Social Care (£0.520m) and School estates (£0.783m).

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the current position of the 2018/21 Capital Programme and that officers are examining ways to reduce the current slippage.

4.0 BACKGROUND

- 4.1 On 15 March 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.

5.0 CURRENT POSITION

- 5.1 Appendix 1 shows that over the 2018/21 period the Capital Programme is reporting a £2.143 deficit. This is within an acceptable level of up to 5% over provision.
- 5.2 The position in respect of individual Committees for 2018/19 is as follows:

Health & Social Care

Net slippage of £0.520m (38.12%) is being reported with spend of £0.844m for the year. Slippage is projected within Crosshill Children's Home Replacement partly arising from tender returns being below budget.

Environment & Regeneration

Net advancement of £0.204m (2.77%) is being reported with spend of £14.746m for the year. Advancement is projected mainly within Clune Park (£0.250m) and Baker's Brae realignment (£0.404m) offset by slippage in King George VI refurbishment (£0.247m) and other minor slippages on various budgets across the Property Services annual allocations.

Education & Communities

Net slippage of £0.838m (7.23%) is being reported with spend of £10.751m for the year. The slippage is mainly due to the revised phasing of various projects within the School estates Management Plan (£0.783m) and Birkmyre Park Pitch Improvements (£0.055m).

Policy & Resources

Net slippage of £0.009m (1.8%) is being reported with spend of £0.491m for the year. The slippage is within the Modernisation Fund (£0.059m) partly offset by advancement within the PC Refresh and Server Replacement Programme (£0.050m).

- 5.3 Overall in 2018/19, expenditure is 42.86% of projected spend for the year and project slippage from the programme agreed in March 2018 is £1.163 million (4.15%). The Corporate Director Environment, Regeneration and Resources will continue to work with the rest of the corporate Capital Programme Officer Group to identify ways which will reduce any further slippage and potentially advance projects.

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 - 2018/19 - 2020/21Available Resources

	A	B	C	D	E
	2018/19	2019/20	2020/21	future	Total
	£000	£000	£000	£000	£000
Government Capital Support	8,282	9,500	8,500	-	26,282
Less: Allocation to School Estate	(4,300)	(4,300)	(3,000)	-	(11,600)
Capital Receipts (Note 1)	389	247	543	-	1,179
Capital Grants (Note 2)	1,861	260	-	-	2,121
Prudential Funded Projects (Note 3)	5,590	5,345	2,621	350	13,906
Balance B/F From 17/18 (Exc School Estate)	12,167	-	-	-	12,167
Capital Funded from Current Revenue	5,305	448	406	-	6,159
	<u>29,294</u>	<u>11,500</u>	<u>9,070</u>	<u>350</u>	<u>50,214</u>

Overall Position 2018/21

Available Resources (Appendix 1, Column E)	£000	50,214
Projection (Appendix 2, Column B-E)		52,407
(Shortfall)/Under Utilisation of Resources		<u>(2,193)</u>

Notes to Appendix 1

All notes exclude School Estates

Note 1 (Capital Receipts)

	2018/19	2019/20	2020/21	future	Total
	£000	£000	£000	£000	£000
Sales	389	247	543	-	1,179
Contributions/Recoveries	-	-	-	-	-
	<u>389</u>	<u>247</u>	<u>543</u>	<u>-</u>	<u>1,179</u>

Note 2 (Capital Grants)

	2018/19	2019/20	2020/21	future	Total
	£000	£000	£000	£000	£000
Cycling, Walking & Safer Streets	108	-	-	-	108
SPT	1,600	-	-	-	1,600
Historic Scotland	65	260	-	-	325
Big Lottery Fund	88	-	-	-	88
	<u>1,861</u>	<u>260</u>	<u>-</u>	<u>-</u>	<u>2,121</u>

Notes to Appendix 1Note 3 (Prudentially Funded Projects)

	2018/19	2019/20	2020/21	future	Total
	£000	£000	£000	£000	£000
Additional ICT - Education Whiteboard & PC Refresh	30	-	-	-	30
Vehicle Replacement Programme	989	1,288	1,633	-	3,910
Asset Management Plan - Offices	-	22	-	-	22
Asset Management Plan - Depots	1,379	828	590	-	2,797
Capital Works on Former Tied Houses	70	26	50	350	496
Waterfront Leisure Complex Combined Heat and Power Plant	4	-	-	-	4
CCTV	201	-	-	-	201
Clune Park Regeneration	250	750	-	-	1,000
Neil Street Childrens Home Replacement	49	-	-	-	49
Crosshill Childrens Home Replacement	291	943	294	-	1,528
Modernisation Fund	40	(45)	54	-	49
Watt Complex Refurbishment	903	329	-	-	1,232
Roads Asset Management Plan	1,384	1,204	-	-	2,588
	<u>5,590</u>	<u>5,345</u>	<u>2,621</u>	<u>350</u>	<u>13,906</u>

Capital Programme - 2018/19 - 2020/21Agreed Projects

	A	B	C	D	E	F	G	H	I
Committee	Prior Years	2018/19	2019/20	2020/21	Future	Total	Approved Budget	(Under)/Over	2018/19 Spend To 30/09/18
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Policy & Resources	24	491	468	417	-	1,400	1,400	-	303
Environment & Regeneration	45,988	14,746	18,125	11,268	350	90,477	90,477	-	4,277
Education & Communities (Exc School Estate)	2,432	1,622	2,394	420	-	6,868	6,868	-	968
HSCP	214	844	968	294	-	2,320	2,320	-	72
Sub -Total	48,658	17,703	21,955	12,399	350	101,065	101,065	-	5,620
School Estate (Note 1)	19,549	9,129	12,378	5,476	50	46,582	46,582	-	5,880
Total	68,207	26,832	34,333	17,875	400	147,647	147,647	-	11,500

Note 1Summarised SEMP Capital Position - 2018/21

	2018/19	2019/20	2020/21
Capital Allocation	4,300	4,300	3,000
Scottish Government School Grant (estimate)	1,900	2,200	1,500
Surplus b/fwd	9,197	6,268	390
Prudential Borrowing	-	-	-
Available Funding	15,397	12,768	4,890
<u>Projects</u>	9,129	12,378	5,476
Total	9,129	12,378	5,476
Surplus c/fwd	6,268	390	(586)

Report To:	Policy & Resources Committee	Date:	13 November 2018
Report By:	Chief Executive, Corporate Director Environment, Regeneration & Resources, Corporate Director Education, Communities & Organisational Development and Chief Financial Officer	Report No:	FIN/112/18/AP/AE
Contact Officer:	Angela Edmiston	Contact No:	01475 712143
Subject:	Policy & Resources Committee 2018/19 Revenue Budget – Period 6 to 30 September 2018		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Committee of the 2018/19 projected outturn for the Policy & Resources Committee as at Period 6, 30 September 2018.

2.0 SUMMARY

- 2.1 The total revised Committee budget for 2018/19 is £19,048,000. This excludes Earmarked Reserves of £2,507,000.
- 2.2 The latest projection, excluding Earmarked Reserves, is an underspend of £827,000 (4.3%, an increase of £362,000).
- 2.3 The main reasons for this underspend are:
- a) £504,000 projected underspend of non-pay inflation contingency.
 - b) £100,000 projected one-off underspend of pay inflation allowance.
 - c) £100,000 over recovery of Internal Resource Interest.
- 2.4 The Earmarked Reserves for 2018/19 total £2,507,000 of which £661,000 is projected to be spent in the current financial year. To date, expenditure of £158,000 (23.9%) has been incurred which is £10,000 more than the phased budgeted spend to date. It is to be noted that Earmarked Reserves reported in appendix 4 exclude Earmarked Reserves for Asset Plans and Strategic Funds.
- 2.5 The Common Good Fund is projecting a surplus fund balance at 31 March 2019 of £24,040. Whilst this is below the recommended minimum level of reserves of £100,000, action was taken to increase the annual surplus and as a result, the Fund Balance will increase over the coming years. In addition the potential disposal of Common Good assets is under review and if approved would increase the Fund Balance accordingly.

3.0 RECOMMENDATIONS

- 3.1 That the Committee notes the 2018/19 projected underspend of £827,000 for the Policy and Resources Committee as at Period 6, 30 September 2018.
- 3.2 That the Committee notes the projected 2018/19 surplus of £16,640 for the Common Good Fund and that action was agreed as part of the 2018/19 budget to begin to increase the fund balance to its recommended level.

Aubrey Fawcett
Chief Executive

Alan Puckrin
Chief Financial Officer

Ruth Binks
Corporate Director
Education, Communities
& Organisational Development

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 2018/19 budget and to highlight the main issues contributing to the projected underspend of £827,000 (4.3%) in 2018/19.

5.0 2018/19 CURRENT POSITION

5.1 The current projection is an underspend of £827,000, an increase in underspend of £362,000 since the previous report. The following are the material variances:

5.2 The following material variances relate to the Environment, Regeneration & Resources Directorate:

Finance - £151,000 underspend

Employee Costs: £3,000 projected overspend mainly due to turnover shortfall. This is a reduction in the underspend reported to the last Committee of £33,000.

Admin Costs: £21,000 overspend mainly due to a £30,000 overspend within Legal Expenses Sheriff Officer, off-set within income. In addition, £69,000 overspend for ICT Line Rental Recharges fully off-set within income. Various underspends being projected, which includes £27,000 for ICT corporate calls, £24,000 ICT non-rechargeable line rental and £22,000 postage costs within Revenues following a move to increased electronic communication.

Other Expenditure: An underspend of £104,000 projected to Committee mainly due to £77,000 reduction in Bad Debt Provision due to the reduced amount of Housing Benefit debt now raised due to Universal Credit, offset by under-recovery in income. Also £27,000 underspend due to the Universal Support payment to River Clyde homes being less than budget.

Income: An over-recovery of £86,000 is being projected. This is mainly due to a £25,000 over-recovery within Legal fee income which is fully off-set, £69,000 ICT income for Line Rental charges which is off-set within Admin Costs and £85,000 reduction in Housing Benefit recoveries which is largely offset by a reduced Bad Debt Provision. In addition, one-off income of £41,000 received from Education from PEF funding for ICT service charges.

Legal & Democratic - £36,000 overspend

Employee Costs: An underspend of £5,000 is being projected which is a reduction in costs of £28,000 since last reported to Committee.

Income: An under-recovery of £38,000, with £44,000 under-recovery for liquor licences due to fewer applications received. Reduction in under-recovery of £12,000 since last reported to Committee due to various minor movements.

5.3 The following material variances relate to the Miscellaneous budget.

Miscellaneous – £704,000 underspend

Non-Pay Inflation Contingency: There is a projected underspend of £500,000 based on current estimated calls on inflation contingency. £200,000 further underspend projected since last reported to Committee.

Pay Inflation Contingency: There is a projected one-off underspend of £100,000 for pay inflation. This situation may change depending on the ultimately agreed 2018/19 Pay Award.

Internal Resource Interest: Projecting £100,000 over-recovery of income based on 2017/18 outturn. Both these matters will be factored into the 2019/20 draft budget.

6.0 VIREMENT

6.1 There are no virements to report in Period 6.

7.0 EARMARKED RESERVES

7.1 Appendix 4 gives a detailed breakdown of the current earmarked reserves position. Total funding is £2,507,000 of which £661,000 is projected to be spent in 2018/19 and the remaining balance of £1,846,000 to be carried forward to 2019/20 and beyond. It can be seen that expenditure of £158,000 has been achieved which is £10,000 more than the phased budgeted spend to date and represents 23.9% of the annual projected spend.

8.0 COMMON GOOD FUND

8.1 The Common Good Fund is projecting a surplus fund balance at 31 March 2018 of £24,040. Whilst this is below the recommended minimum level of reserves of £100,000, the action approved as part of the 2017/18 Budget is gradually increasing the balance.

9.0 IMPLICATIONS

9.1 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					

9.2 Legal

There are no specific legal implications arising from this report.

9.3 Human Resources

There are no specific human resources 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

There are no repopulation issues arising from this report.

10.0 CONSULTATIONS

10.1 The Chief Executive, Corporate Director Environment, Regeneration & Resources, Corporate Director Education, Communities & Organisational Development and the Chief Financial Officer have been consulted in the preparation of this report.

11.0 CONCLUSIONS

11.1 It is recommended that the Committee notes the 2018/19 projected underspend of £827,000 for the Policy and Resources Committee as at Period 6, 30 September 2018.

12.0 BACKGROUND PAPERS

12.1 There are no background papers for this report.

Policy & Resources Budget Movement - 2018/19**Period 6: 1st April - 30th Sept 2018**

Service	Approved Budget	Movements			Revised Budget	
	2018/19 £000	Inflation £000	Virement £000	Supplementary Budgets £000	Transferred to EMR £000	2018/19 £000
Finance	7,581	6	121		(300)	7,408
Legal	1,674		10			1,684
Organisational Development, HR & Communications	2,001		(6)			1,995
Chief Exec	332		8			340
Miscellaneous	7,886	(15)	(250)			7,621
Totals	<u>19,474</u>	<u>(9)</u>	<u>(117)</u>	<u>0</u>	<u>(300)</u>	<u>19,048</u>

Supplementary Budget Detail

£000

Inflation

Software Maintenance Inflation - Finance & ICT
Miscellaneous Inflation Contingency:
 Software Maintenance Inflation - Finance & ICT
 Getting Ready for Work Scheme (Ec Dev)

6

(6)

(9)

(9)Virement

Turnover Realignment - Chief Executive
 Turnover Realignment - OD, HR & Comms
 Turnover Realignment - Legal
 Turnover Realignment - Finance & ICT
 Welfare refund - Social Work triage
 Welfare refund - Education Anti Poverty Fund
 Misc - Inflation Contingency (CHCP, Mgmt Restruc, Turnover Realign, Misc)

8

4

10

27

62

22

(250)

(117)

REVENUE BUDGET MONITORING REPORTCURRENT POSITIONPERIOD 6: 1st April 2018- 30th September 2018

2017/18 Actual £000	SUBJECTIVE ANALYSIS	Approved Budget 2018/19 £000	Revised Budget 2018/19 £000	Projected Out-turn 2018/19 £000	Projected Over/(Under) Spend £000
8,322	Employee Costs	8,215	8,231	8,225	(6)
523	Property Costs	547	547	547	0
602	Supplies & Services	899	937	956	20
3	Transport & Plant	5	5	4	(1)
1,551	Administration Costs	1,442	1,426	1,446	20
34,428	Payments to Other Bodies	42,420	42,222	41,503	(719)
(31,943)	Income	(34,054)	(34,020)	(34,161)	(141)
13,486	TOTAL NET EXPENDITURE	19,474	19,348	18,521	(827)
	Earmarked reserves		(300)	(300)	0
13,486	Total Net Expenditure excluding Earmarked Reserves	19,474	19,048	18,221	(827)

2017/18 Actual £000	OBJECTIVE ANALYSIS	Approved Budget 2018/19 £000	Revised Budget 2018/19 £000	Projected Out-turn 2018/19 £000	Projected Over/(Under) Spend £000
7,278	Finance	7,581	7,708	7,557	(151)
1,631	Legal Services	1,674	1,684	1,720	36
8,909	Total Net Expenditure Environment, Regeneration & Resources	9,255	9,392	9,277	(115)
1,997	Organisational Development, Human Resources & Communications	2,001	1,995	2,006	11
1,997	Total Net Expenditure Education, Communities & Organisational Development	2,001	1,995	2,006	11
341	Chief Executive	332	339	320	(19)
2,239	Miscellaneous	7,886	7,621	6,917	(704)
13,486	TOTAL NET EXPENDITURE	19,474	19,348	18,521	(827)
	Earmarked reserves		(300)	(300)	0
13,486	Total Net Expenditure excluding Earmarked Reserves	19,474	19,048	18,221	(827)

POLICY & RESOURCES**REVENUE BUDGET MONITORING REPORT****MATERIAL VARIANCES (EXCLUDING EARMARKED RESERVES)****PERIOD 6: 1st April 2018- 30th September 2018**

Outturn 2017/18 £000	Budget Heading	Budget 2018/19 £000	Proportion of Budget £000	Actual to 30/09/2018 £000	Projection 2018/2019 £000	Over/(Under) Budget £000
	<u>Finance/ICT</u>					
41	ICT - Admin Costs - Corporate Calls	38	19	4	11	(27)
437	ICT - Admin Costs - Telephone Line Rental	333	113	181	402	69
72	ICT - Admin Costs - Line Rental - Non Rechargeable	66	39	16	42	(24)
280	Rev - Admin costs - Legal Expenses Sherriff Officer	242	121	123	272	30
45	Rev- Admin costs - Postage	67	37	16	45	(22)
21	Rev- Other Expenditure UC	47	24	1	20	(27)
(8)	Rev - Other Expenditure - Bad Debt Provision	100	50	0	23	(77)
(138)	Rev- Income - Recoveries HB	(220)	(110)	(84)	(135)	85
(309)	Rev- Income - Statutory Additions	(284)	(121)	(121)	(309)	(25)
(283)	Rev - Income - Legal Fee Recoveries	(238)	(119)	(128)	(273)	(35)
(47)	ICT - Income - Recharges	0	0	(51)	(49)	(49)
(437)	ICT - Income - Line Rental Charges	(333)	(113)	(213)	(402)	(69)
	<u>Legal & Property Services</u>					
(78)	Liquor Licences	(122)	(68)	(41)	(78)	44
	<u>Miscellaneous</u>					
253	Non-pay Inflation Contingency	1,428	15	15	924	(504)
1,452	Pay Inflation Contingency	3,977	0	0	3,877	(100)
(277)	Internal Resource Interest	(150)	(75)	0	(250)	(100)
1,024	TOTAL MATERIAL VARIANCES	4,951	(188)	(282)	4,120	(831)

EARMARKED RESERVES POSITION STATEMENT

COMMITTEE: Policy & Resources

Project	Lead Officer/ Responsible Manager	Total Funding	Phased Budget To Period 6	Actual To Period 6	Projected Spend	Amount to be Earmarked for 2019/20 & Beyond	Lead Officer Update
		2018/19 £000	2018/19 £000	2018/19 £000	2018/19 £000	£000	
Digital Strategy	Alan Puckrin	217	30	62	164	53	2017/20 Digital Strategy approved and projects progressing. Funding KANA Upgrade & Revenues On Line projects.
Welfare Reform - Operational	Alan Puckrin	339	15	8	97	242	Funding temporary employees and brought forward SWF balance of £60k.
Budget Development	Alan Puckrin	61	0	5	20	41	No committed projects to date but will fund Participatory Budget pilots once the sum is clarified. £15k of uncommitted funds projected to be spent in 2018/19.
2013/18 Revenue Contingency	Alan Puckrin	190	0	0	70	120	Projects to date include £20k Youth Event, £5k for Gourock Highland Games & £10k for The Great Get Together and £5k for Armed Forces - Tommy Memorials. Total uncommitted funds in 2018/19 of £39k .
Anti-Poverty Fund	Alan Puckrin	1,500	75	52	213	1,287	Committee agreed further 12 month funding extensions in September with further proposals agreed in February 2018. Proposals linked to Child Poverty Action Plan to be developed.
GDPR	Gerry Malone	150	4	7	47	103	£47k to be spent within 2018/19 GDPR training, ICT requirements and storage.
Develop Pay & Grading Model	Steven McNab	50	24	24	50	0	Staffing resources to develop pay and grading options for consideration by the Corporate Management Team and Members with a view to implementing a revised pay structure in 2019. Budget to be fully spent in 2018/19.
Total Category C to E		2,507	148	158	661	1,846	

COMMON GOOD FUND**REVENUE BUDGET MONITORING REPORT 2018/19****PERIOD 6 : 1st April 2018 to 30th September 2018**

		Final Outturn 2017/18	Approved Budget 2018/19	Budget to Date 2018/19	Actual to Date 2018/19	Projected Outturn 2018/19
<u>PROPERTY COSTS</u>		16,740	22,000	7,300	15,010	22,000
Repairs & Maintenance	1	4,730	9,000	3,000	2,390	9,000
Rates	2	14,900	12,000	4,000	12,620	13,000
Property Insurance		(2,890)	1,000	300		0
<u>ADMINISTRATION COSTS</u>		11,480	7,700	4,500	5,100	7,700
Sundries		5,280	1,500	500	1,100	1,500
Commercial Rent Management Recharge		2,200	2,200	0		2,200
Recharge for Accountancy		4,000	4,000	4,000	4,000	4,000
<u>OTHER EXPENDITURE</u>		83,370	79,100	44,400	15,810	79,100
Christmas Lights Switch On		10,500	10,500	0		10,500
Gourock Highland Games		29,400	29,400	29,400		29,400
Armistice Service		8,400	8,300	0	1,260	8,300
Comet Festival		13,300	13,300	13,300	13,300	13,300
Fireworks		12,600	12,600	0		12,600
Society of the Innocents Rent Rebate		5,000	5,000	1,700	1,250	5,000
Bad Debt Provision		4,170				0
<u>INCOME</u>		(124,220)	(135,440)	(45,200)	(61,750)	(125,440)
Property Rental		(168,950)	(168,950)	(56,300)	(83,220)	(168,950)
Void Rents	3	44,750	34,010	11,300	21,500	44,010
Internal Resources Interest		(20)	(500)	(200)	(30)	(500)
Disposal of Land						
<u>NET ANNUAL EXPENDITURE</u>		(12,630)	(26,640)	11,000	(25,830)	(16,640)
<u>EARMARKED FUNDS</u>		0	0	0	0	0
<u>TOTAL NET EXPENDITURE</u>		(12,630)	(26,640)	11,000	(25,830)	(16,640)

Fund Balance as at 31st March 2018

7,400

Projected Fund Balance as at 31st March 2019

24,040**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
10 John Wood Street
15 John Wood Street
17 John Wood Street
74 Port Glasgow Road

April 2015
August 2018
June 2017
March 2014
September 2012

Report To:	Policy & Resources Committee	Date: 13 November 2018
Report By:	Chief Financial Officer	Report No: FIN/117/18/AP/AE
Contact Officer:	Alan Puckrin	Contact No: 01475 712223
Subject:	2018/19 General Fund Revenue Budget as at 30 September 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 30 September 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 2018/19 Revenue Budget in March 2018 and set a budget without the use of Revenue Reserves. It should be noted that Inverclyde Council approved a Committee and Senior Management restructure on 22 February 2018 and these changes have been reflected in the 2018/19 Revenue Budget reports to the individual Service Committees.

- 2.2 It can be seen from Appendix 1 that as at 30 September 2018, the General Fund is projecting a £0.920 million underspend (excluding the Health & Social Directorate) which represents 0.48% of the net Revenue Budget. This is mainly due to:

- Release of non-pay inflation not required (£504,000).
- One-off underspend on pay inflation (£100,000).
- Projected over recovery Internal Resources Interest (£100,000).
- Net additional turnover savings achieved (£337,000).
- Early achievement of savings (£128,000).

This has been offset in part by an under-recovery of Industrial and Commercial Rent Income and an under-recovery of Refuse Collection trade waste income. The items above have been or will be factored into the 2019/20 Base Budget.

- 2.3 From Appendix 1 it can be seen that three Service Committees are currently projecting underspends. The Environment and Regeneration Committee is currently projecting an overspend mainly due to an under-recovery of Industrial and Commercial Rent Income and Refuse Collection trade waste income and has a further pressure in 2018/19 arising from the main recycling contractor entering administration. 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 30 September 2018, expenditure totalled £1.276 million which equates to 29.0% of the planned spend in 2018/19. It can also be seen from Appendix 2 that at 30 September 2018, actual expenditure is 29.15% ahead of phased budget.
- 2.5 Appendix 3 shows the latest position in respect of the General Fund Reserves and shows that the projected balance at 31 March 2019 is £5.509 million which is £1.709 million greater than the minimum recommended balance of £3.8 million. This position reflects the decisions taken at the Council budget meeting on 15 March 2018.
- 2.6 A report elsewhere on the agenda gives an update on the 2019/20 Budget.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the latest position of the 2018/19 Revenue Budget and General Fund Reserves.
- 3.2 It is recommended that the Committee note 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 2018/19 Revenue Budget in March 2018 and set a balanced budget without the use of Reserves.

5.0 POSITION AS AT 30 SEPTEMBER 2018

- 5.1 It can be seen from Appendix 1 that as at 30 September 2018 the General Fund is projecting an underspend of £0.920 million which equates to 0.48% of the net General Revenue Fund Budget.
- 5.2 Appendix 1 shows that three 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 £827,000 (4.34%) mainly due to release of non-pay inflation contingency not required, one off underspend for pay inflation contingency and a projected over-recovery of Internal Resources Interest. Both non-pay inflation and Internal Resources Interest underspends are planned to be factored into the 2019/20 Base Budget.

Environment & Regeneration – Projected overspend of £112,000 (0.50%) mainly due to a projected shortfall in industrial & commercial rent income and refuse collection trade waste income. As the shortfall in rent income has been a recurring issue, this matter will be rectified as part of the 2019/20 Base Budget. In addition, the Committee is reporting a £300,000 pressure arising from the main recycling contractor entering administration. This extra cost will have to be contained by the Committee in 2018/19.

Education & Communities - £77,000 (0.10%) projected underspend mainly due to additional turnover savings, a projected underspend within Teachers employee costs and a projected over recovery of income for Early Years Wraparound. This has been offset in part by an overspend within Libraries and Museum employee costs and a projected shortfall in library income and golf course income.

Health & Social Care – Projected underspend of £80,000 (0.17%) mainly due to a refund from an external provider relating to previous years' service provision. 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 30 September 2018, the Council has spent £1.276 million against a phased budget target of £0.988 million. This represents 29.15% ahead of the target and spend equates to 29.0% of the projected spend for 2018/19. Performance in respect of Earmarked Reserves is reviewed by the Corporate Management Team and reported in detail to each Service Committee.
- 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 2019 is £5.509 million which is £1.709 million greater than the minimum recommended balance of £3.8 million. This position reflects the decisions taken at the Council budget meeting of 15 March 2018. At the meeting, the Council approved to allocate £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 30th Sept 2018

Committee	Approved Budget 2018/2019	Revised Budget 2018/2019	Projected Out-turn 2018/2019	Projected Over/(Under) Spend	Percentage Variance
	£,000's	£,000's	£,000's	£,000's	
Policy & Resources	19,474	19,049	18,222	(827)	(4.34%)
Environment & Regeneration	20,521	22,260	22,372	112	0.50%
Education & Communities (Note 1)	90,235	80,681	80,604	(77)	(0.10%)
Health & Social Care	47,794	48,062	47,982	(80)	(0.17%)
Committee Sub-Total	178,024	170,052	169,180	(872)	(0.51%)
Loan Charges (Including SEMP)	12,500	17,128	17,128	0	0.00%
Savings Achieved Early (Note 2)	95	128	0	(128)	(100.00%)
Contribution to / (from) Statutory Funds	(240)	(240)	(240)	0	0.00%
Earmarked Reserves	0	3,933	3,933	0	0.00%
Total Expenditure	190,379	191,001	190,001	(1,000)	(0.52%)
Financed By:					
General Revenue Grant/Non Domestic Rates	(160,030)	(160,652)	(160,652)	0	0.00%
General Revenue Grant Redetermination	(523)	(523)	(523)	0	0.00%
Council Tax	(29,826)	(29,826)	(29,826)	0	100.00%
Integration Joint Board - Increase in Reserves	0	0	80	80	100.00%
Net Expenditure	0	0	(920)	(920)	

Note 1 - Reduction reflects loans charges and earmarked reserves.

Note 2 - Efficiencies/adjustments identified post budget setting removed from Service Committee budgets.

Earmarked Reserves Position Statement

Appendix 2

Summary

<u>Committee</u>	<u>Total Funding 2018/19</u>	<u>Phased Budget to 30 Sept 2018</u>	<u>Actual Spend To 30 Sept 2018</u>	<u>Variance Actual to Phased Budget</u>	<u>Projected Spend 2018/19</u>	<u>Earmarked 2019/20 & Beyond</u>
	£000	£000	£000	£000	£000	£000
Education & Communities	1,471	66	74	8	774	697
Health & Social Care	1,684	407	467	60	1,185	499
Regeneration & Environment	3,955	367	577	210	1,778	2,177
Policy & Resources	2,507	148	158	10	661	1,846
	9,617	988	1,276	288	4,398	5,219

<u>2018/19 %age Spend Against Projected</u>	<u>2018/19 %age Over/(Under) Spend Against Phased Budget</u>
9.56%	12.12%
39.41%	14.74%
32.45%	57.22%
23.90%	6.76%
29.01%	29.15%

Actual Spend v Phased Budget Ahead of Phasing = £288k 29.15%

Appendix 3

GENERAL FUND RESERVE POSITION
Position as at 30/09/18

	<u>£000</u>	<u>£000</u>
Balance 31/03/18		13447
Projected Surplus/(Deficit) 2018/19	920	
Contribution to/(from) General Fund Reserves Note 1	<u>0</u>	
		920
Approved Use of Free Reserves (March 2018) Note 2		<u>(8858)</u>
Projected Unallocated Balance 31/03/19		<u>5509</u>

Minimum Reserve required is £3.8 million

Note 1 No contribution from reserves was required when setting 2018/19 Revenue Budget.

Note 2 (Use of Reserves)

Apprenticeship Programmes	170
Dementia and Autism Friendly Community	200
1 Youth Zones	186
Anti- Poverty Fund	200
Community Fund	215
Pipe Band Championship 2019-21	345
Inverkip Community Hub	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	<u>500</u>
	<u>8858</u>

Report To:	Policy & Resources Committee	Date:	13 November 2018
Report By:	Chief Financial Officer	Report No:	FIN/113/18/AP/CM
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 and recent developments in respect of Universal Credit and specific projects.

2.0 SUMMARY

- 2.1 The Work and Pensions Secretary announced on 15th October 2018 that the Universal Credit Managed Migration programme, moving those still on legacy benefits such as Employment and Support Allowance, Housing Benefit and Tax Credits over to Universal Credit, has been delayed and will not start in January 2019 as expected but instead will begin in a test area over the course of a year starting later in 2019. The roll-out will then increase from 2020 onwards. At present, there are almost 5700 UC claimants in Inverclyde.
- 2.2 The Department for Work and Pensions wrote to the Chief Executive on 1st October 2018 to inform that Universal Support will from 1st April 2019 be delivered by Citizens' Advice Scotland. River Clyde Homes (RCH) delivers these services on behalf of the Council under their branded service "Future Skills", jointly funded by the Council and the housing associations. Citizens' Advice Scotland is a partner within the Inverclyde Financial Inclusion Partnership and officers have begun engagement. Clarity as to how they propose to deliver Universal Support is being sought to ensure that service users are in no way adversely impacted by this change.
- 2.3 The local Scottish Social Security partnership lead for Inverclyde who will cover at least one other council area has been announced and an invitation to join the Inverclyde Financial Inclusion Partnership and the Welfare Reform Project Board has been made through the Local Delivery Lead.
- 2.4 Overspends in recurring DHP and SWF budgets are being projected this year however it is intended to contain these overspends in carried forward balances. However, this indicates a future expenditure pressure unless policy changes can reduce demand in both these areas.
- 2.5 Good progress continues to be made in the delivery of the Financial Inclusion Strategy with the report containing an update regarding Scotcash, a recent consultation response regarding In Work Poverty and the recent launch of the Digital Money Advice pilot.
- 2.6 Discussions continue with the funders of the I:DEAS project. The issues highlighted to the last Committee fundamentally remain despite some progress. A separate report on the agenda gives greater detail for Members.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the various matters highlighted in the report and that a further update will be provided to the February Committee.
- 3.2 It is recommended that the Committee agrees that a letter be sent to the Secretary of State for Work and Pensions (copied to the Secretary of State for Scotland) expressing concern at the transfer of Universal Support to the Citizens' Advice network and the need for clarity as a matter of urgency as to how the service will be delivered locally from 1st April 2019.

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 The Universal Credit (UC) programme is reaching what is widely accepted as the most critical stage. The Government has set out proposals in draft legislation to move 2.87 million long term and perhaps the most vulnerable claimants who remain on working age benefits over to Universal Credit. Senior DWP officials acknowledge that managed migration will be the greatest challenge of the programme.
- 5.2 The Work and Pensions Secretary announced on 15th October 2018 that the Universal Credit Managed Migration programme, moving those still on legacy benefits such as Employment and Support Allowance, Housing Benefit and Tax Credits over to Universal Credit, has been delayed and will not start in January 2019 as expected but instead will begin in a test area over the course of a year starting later in 2019. The roll-out will then increase from 2020 onwards. Officers expect to learn more about the process in the coming months and updates will be provided in future reports.
- 5.3 There are 5672 UC claimants in Inverclyde as of September 2018. (Appendix 1). Officers' best estimates are that there could be up to 4000 Employment and Support Allowance (ESA) claimants and a similar number of Tax Credit claimants who, as well as their partners, will be required to make a claim for UC.
- 5.4 The Department for Work and Pensions wrote to the Chief Executive on 1st October 2018 to inform that Universal Support will from 1st April 2019 be delivered by Citizens' Advice Scotland. There are 2 components to Universal Support: Personal Budgeting Support (PBS) is to help people manage their monthly UC payments and Assisted Digital Access (ADA) is to support people make an online claim and to provide them with the skills to maintain their online claim. Inverclyde Council has an agreement with the Department for Work and Pensions to deliver Universal Support services to Universal Credit (UC) claimants. The agreement has been renewed annually since Universal Credit was introduced in Inverclyde in October 2015.
- 5.5 River Clyde Homes (RCH) delivers these services on behalf of the Council under their branded service "Future Skills", jointly funded by the Council and the housing associations. Future Skills was established by RCH in preparation for the launch of Universal Credit as well as providing a wider social inclusion role by offering digital skills to any member of the community who seeks their help. Future Skills do not have an office base but instead meet service users in a venue that suits them such as a library, Jobcentre Plus, a Community Hub or in their own home.
- 5.6 The demand for Universal Support is such that Future Skills spend almost all of their time supporting UC claimants. Almost 500 UC claimants were assisted during 2017/18. The termination of the Council's responsibility to deliver Universal Support jeopardies what is an effective, reactive service that meets the current demand and which is ready to support the UC Managed Migration programme. There are likely to be financial implications for River Clyde Homes and for Inverclyde Council to a lesser degree and potentially users reliant on Universal Support if the new arrangements are not fit for purpose.
- 5.7 Citizens' Advice Scotland is a partner within the Inverclyde Financial Inclusion Partnership and officers have begun engagement. Clarity as to how they propose to deliver Universal Support is being sought to ensure that service users are in no way adversely impacted by this change. The Welfare Reform Project Board believe the best way of achieving this would be for CAS to sub-contract this service with Future Skills to ensure a continuity of service for Universal Credit claimants.

- 5.8 Given the maturity of the local Universal Support model it is recommended that the Committee agree that a letter be sent to the Secretary of State for Work and Pensions (copied to the Secretary of State for Scotland) expressing concern at the transfer of Universal Support to the Citizens Advice network and the need for clarity as a matter of urgency as to how the service will be delivered locally from 1st April 2019.

6.0 DEVOLVED SOCIAL SECURITY

- 6.1 A briefing was delivered to members by the Social Security Scotland, Local Delivery Lead on 26th September 2018.
- 6.2 The scope of responsibility extends to 11 devolved benefits. The first of 2 annual payments of the Carers Supplement of £221 was paid to eligible recipients in October 2018. The Best Start Grant launches before Christmas which will see qualifying families receive £600 at the birth of their first child and £300 for subsequent babies. This is followed by £250 when the child is at nursery and £250 when they start school. The Scottish Government is in the process of developing the Funeral Expense Assistance scheme which is scheduled to be delivered from summer 2019. This will be followed by the Young Carer Grant in autumn 2019. The remaining benefits, including the replacement for Personal Independence Payment will be introduced incrementally after that.
- 6.3 The local partnership lead for Inverclyde, who will cover at least one other Council area and will be the local link for the agency, will manage staff based in Inverclyde who will provide face-to-face support to service users. An invitation to join the Inverclyde Financial Inclusion Partnership and the Welfare Reform Project Board has been made through the Local Delivery Lead.

7.0 DISCRETIONARY HOUSING PAYMENTS/SCOTTISH WELFARE FUND

- 7.1 Appendix 2 shows that £980,000 Discretionary Housing Payments have been awarded or have been committed to be paid to those whose Housing Benefit or Universal Credit is reduced by the SSSC. Expenditure is projected to exceed the Scottish Government's estimated liability by £28,000. The Scottish Government is, however, committed to mitigating the impact.
- 7.2 DHP awards to those coping with financial hardship for other reasons including those in temporary accommodation are projected to be £154,000. This exceeds the recurring budget of £120,000 by £34,000 which will be scored against a carried forward earmarked reserve at the year end.
- 7.3 Appendix 3 shows that expenditure on the Scottish Welfare Fund (SWF) to 30th September 2018 was £391,000 exceeding the Scottish Government programme funding by 17%. If demand on the SWF budget in the coming months follows previous years, expenditure will exceed the 2018/19 Scottish Government allocation and the £100,000 from the Welfare Reform recurring budget may not be sufficient to absorb the pressure.

8.0 FINANCIAL INCLUSION STRATEGY

8.1 Scotcash

Scotcash is a national not for profit social enterprise who since 2007 have been able to offer an ethical and affordable alternative to expensive sub-prime lenders. In 2017, Scotcash became a partner in the I:DEAS programme in Inverclyde and as part of start-up costs, was awarded £150,000 to fund a loan pot specifically for Inverclyde residents. To date, 80 loans with a value of £44,016 have been delivered, saving Inverclyde residents £18,400 in interest charges had they taken the same loan with a sub-prime lender. The majority of loans have been made to residents from the more deprived areas. Whilst the numbers accessing loans are still small, there is a steady increase with projections by 2023 of 360 loans totally £160,000. As the loans are repaid this funding will be recirculating within the existing loan pot. Appendix 4 highlights further information regarding this initiative.

- 8.2 **Scottish Parliament's Social Security Committee into Social Security and In-work Poverty**
HSCP Advice Services and Inverclyde Financial Inclusion Partnership both responded to the above consultation which asked for views on the impact of Universal credit on in work poverty. The full responses are available at Appendix 5, however In summary to the questions asked:

What impact will Universal Credit have on in-work poverty in Scotland?

This is thought to be in the main a negative impact due to the design flaws and the complexity of claims within the system. In addition, the extended reach of UC with changes to cuts to in work support will result in growing claimant hardship.

What is the experience so far in full-service areas in Scotland for those who are in work who are moving or have moved on to Universal Credit?

As Inverclyde is a full service area we are already seeing the impacts of UC with rent arrears and direct deductions; impact on Scottish Welfare Fund; Increased demand for advice and support and the difficulty in accessing UC.

What is known about those experiencing in-work poverty in Scotland who do not claim or are not eligible for Universal Credit?

There is evidence that those people who are self employed are not claiming UC as the process is time consuming and difficult to access.

What can or should the Scottish Government do to mitigate any detrimental impact?

The response from Advice Services focuses on a number of technical changes that could be made to remove some of the complexity and uncertainty, particularly in relation to the work allowances; two child restriction; taper rate and system of monthly assessments

- 8.3 The Scottish Legal Aid Board (SLAB) has funded a pilot Digital Money Advice Service within Inverclyde until March 2019. It is being delivered by the HSCP Advice Services Team and aims to pilot how money advice and benefit advice (to the extent money advice involves income maximisation), can be delivered using different channels, including webchat and increasing the availability of online resources. To date, this has involved making online chat available via the Advice and Benefits section of Inverclyde Council's website and embedding an online benefit calculator onto Inverclyde Council's website. It is being advertised through social media and since 9th September, 80 clients have been supported using the chat facility. It is believed that Inverclyde HSCP is the first local authority service in Scotland to pioneer using webchat to deliver money and benefit advice and a number of other local authorities have expressed interest in finding out more about the service. The Improvement Service has also agreed to help evaluate the service and will be running a webinar on it on 31st October 2018.

9.0 I: DEAS (INVERCLYDE DELIVERING EFFECTIVE ADVICE AND SUPPORT)

- 9.1 The Big Lottery Fund Scotland (the Lottery) and European Social Fund (ESF) developed a partnership to provide £17.3 million which was awarded through competitive tender to 5 geographical areas in Scotland, to fund strategic interventions aimed to support financial inclusion and capability for disadvantaged households. Inverclyde Council led a partnership approach and now has a £2.27m contract over 3 years with the Lottery to provide the I:DEAS (Inverclyde Delivering Effective Advice and Support) programme with sub-contracts between 6 other partners. The programme has now been operational since September 2017 (with an incremental approach) and although it has had some extremely positive results for individuals, there are a number of challenges emerging which can be grouped under:

- Fewer referrals than anticipated.
- Achieving compliance.
- Payment on Outcome funding model which is placing financial and reputational risk on all stakeholders.

Further detail is covered in a separate private report on the agenda.

10.0 IMPLICATIONS

10.1 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					

10.2 Legal

There are no specific legal implications arising from this report other than those specifically highlighted.

10.3 Human Resources

There are no HR implications arising from this report.

10.4 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.

10.5 Repopulation

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

11.0 CONSULTATIONS

11.1 The Welfare Reform Board continues to meet discuss all welfare reform matters including the matters raised in this report.

12.0 LIST OF BACKGROUND PAPERS

12.1 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	4628	30%	2205	143
Apr-18	4804	31%	2258	160
May-18	5000	31%	2323	150
Jun-18	5240	32%	2408	135
Jul-18	5397	32%	2526	125
Aug-18	5527	32%	2607	176
Sep-18	5672	32%	2647	156

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 30.09.18

<u>1/ SSSC (Bedroom Tax)</u>		
	£000	
Applications Approved	1472	92.64%
Applications Not Eligible/Refused	68	4.28%
Applications Being Assessed	49	3.08%
	<u>1589</u>	
	£000	
Paid to Date	980133	Note 1
2018/19 Budget	951776	Note 2
(Under)/Overspend	<u>28357</u>	
<u>2/ Other DHP Cases</u>		
	£000	
2017/18 Budget	120152	Note 3
less : Payments to 30/9/18	153925	Note 4
(Under)/Overspend	<u>33773</u>	Note 5

Notes

- 1/ Represents 97.81% of those households known to be affected by SSSC.
- 2/ Estimate of liability; Scottish Government will meet expenditure in full.
- 3/ Includes £40k from the Welfare Reform recurring budget
- 4/ Includes £21k Benefit Cap, £71k Temporary Accommodation
- 5/ Any overspend will be scored against the DHP earmarked balance of £102k carried forward from 2017/18.

Finance Services
30/09/2018

Scottish Welfare Fund
30th September 2018

Calls Answered	6124		
Applications	3149		
Applications Granted	1922	61.04%	
Applications Refused	606	19.24%	Note 3
Applications Withdrawn	540	17.15%	
In Progress	81	2.57%	
Referrals to DWP	130		Note 2
	<u>Spend</u>	<u>Budget</u>	<u>Spend</u>
	<u>£000</u>	<u>£000</u>	<u>%</u>
Crisis Grant paid (1436)	135	254	53.15%
Community Care Grants paid (512) (includes 26 applications paying both CCG & CG)	256	517	49.52%
	<u>391</u>	<u>771</u>	50.71%

Note 1 1st Tier Reviews waiting decision = 1
 1st Tier Review decisions = 43 (1.70%)
 1st Tier Reviews upheld in customer favour = 21 (48.84%)
 2nd Tier Reviews = 5 (as % of 1st tier decisions: (11.63%)
 2nd Tier Reviews upheld in customers favour by SPSO = 2 (40.00%) 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 £670,985 to which is added £100,000 allocation from the Anti-Poverty recurring budget.

Note 5 1 decision was 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.

Inverclyde Council

Report by Sharon MacPherson, CEO, Scotcash

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Scotcash & Inverclyde Partnership - Briefing

Purpose of Report:

To advise Inverclyde Council on Scotcash outcomes within the Inverclyde area

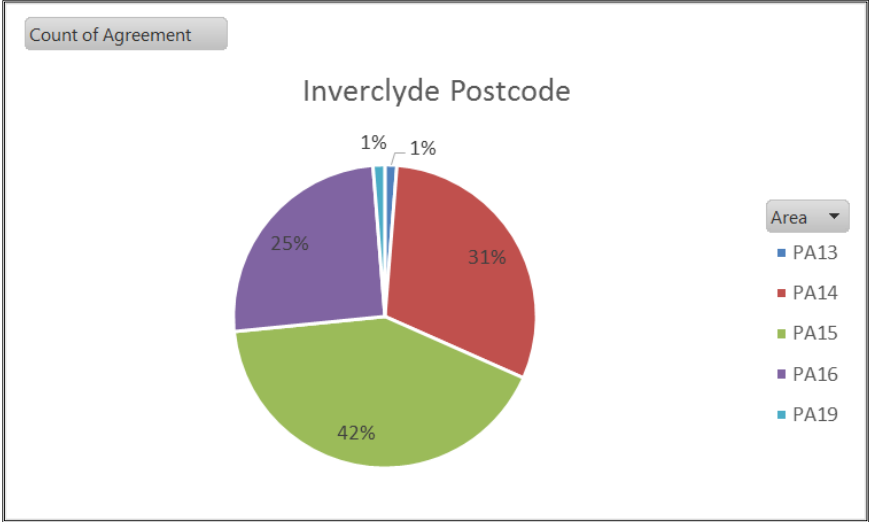
1.0 INTRODUCTION

- 1.1 Financial inclusion remains a key strategic priority for Inverclyde Council. I:DEAS was developed with a number of local and national partners with an interest in financial inclusion and local knowledge of Inverclyde. The objective was to put eligible participants (EPs) at the heart of the project and offer EPs services to address their support issues, improve financial capability and reduce social exclusion. Partners considered where the service gaps were arising and identified that access to affordable credit, banking and financial capability were necessary to deliver an innovative, life changing, wrap around financial inclusion project for Inverclyde EPs.
- 1.2 In 2017, Scotcash was selected as partner in the I:DEAS project and is supported by Inverclyde Council via capital loan fund investment of £150,000.
- 1.3 This report highlights Scotcash activity in the Inverclyde region since 2007 and provides narrative on the outcomes achieved.

2.0 SCOTCASH IN INVERCLYDE

- 2.1 Scotcash has provided support to Inverclyde residents in the form of small sum loans since the company was established in 2007. As a not for profit social enterprise, Scotcash is able to offer an ethical and affordable alternative to expensive sub-prime lenders for Inverclyde citizens. Since 2007, 80 loans with a

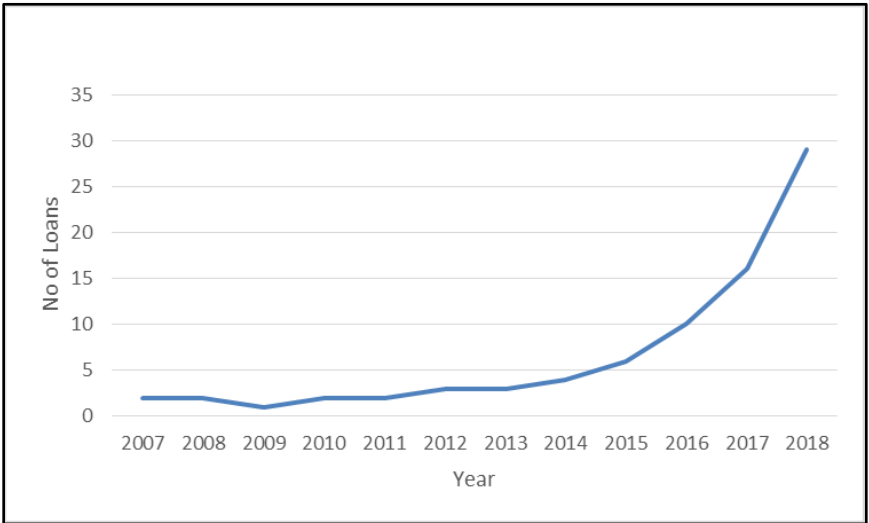
value of £44,016 have been delivered, saving Inverclyde citizens £18,400 in interest charges has they taken the same loan with a sub-prime lender. Over 40% of loans are from PA15 postcodes, with PA14 accounting for 31% and PA16 for 25%. The graph below illustrates the geographical spread of Scotcash loans in the Inverclyde area:

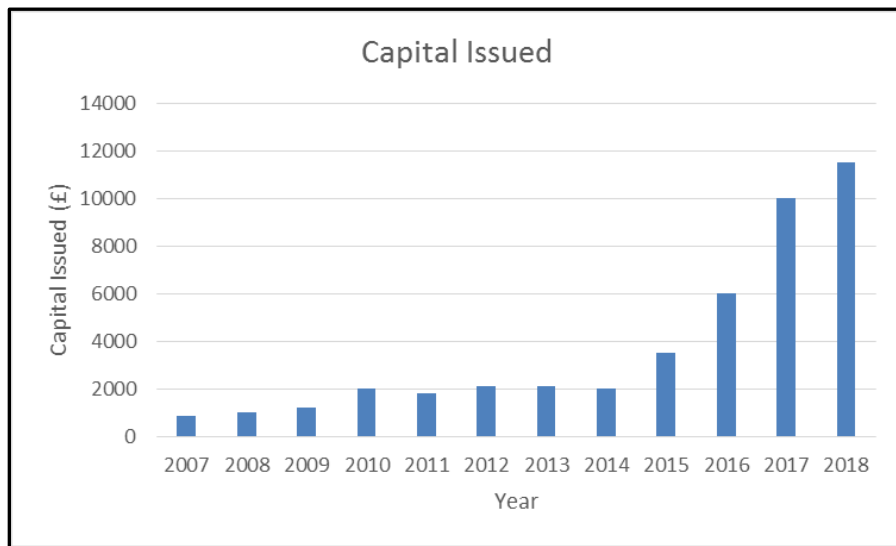


2.2 The loans range from £150 to £1,500 per loan with an average value of £557. This is comparable with all Scotcash loans across Scotland and demonstrates loans are being provided to those households who require very small sum borrowing. The loans are being used to fund:

- Home improvements
- Christmas
- Other Events
- Holidays

2.3 It is important to note that over half of all loans since 2007 were provided in 2017 and 2018. This indicates that the I;DEAS Project has had a significant impact on raising awareness of Scotcash services and has provided many more Inverclyde citizens with an ethical and alternative lender. The chart below illustrates the growth in demand since 2007:





2.4 The majority of Inverclyde customers borrow only once (69%) however those that do borrow more than once, tend to borrow on average 4 times, meaning Scotcash is a stable and ongoing source of affordable credit for these households.

3.0 CONCLUSIONS

- 3.1 It is clear there is a growing and on-going demand for small sum affordable credit in the Inverclyde area and that for many, Scotcash is meeting that need. It is also evident the partnership between Scotcash and Inverclyde Council has resulted in a growing awareness of alternatives for Inverclyde citizens that we anticipate will continue to increase.
- 3.2 Our forecast predicts we will lend a total of £160,000 over 360 loans by 2023. This will produce a saving on interest charges for Inverclyde citizens of £82,800. Based on the existing trajectory, we expect the capital loan funds will be fully deployed by 2023.

SOCIAL SECURITY COMMITTEE

SOCIAL SECURITY AND IN-WORK POVERTY INQUIRY

SUBMISSION FROM INVERCLYDE FINANCIAL INCLUSION PARTNERSHIP

What impact will Universal Credit have on in-work poverty in Scotland?

It is the view of the Financial Inclusion Partnership that the effect Universal Credit has had on in-work poverty has varied, depending on the client group, but overall is negative. We do not believe Universal Credit is a panacea to in-work poverty.

We believe there are a number of issues that affect claimants, such as cuts to the work allowance; the freezing of rates (despite the rise in the cost of the living); the two children restriction on the amount of benefits payable and the large numbers of claimants who are experiencing rent arrears.

We also believe the fact that conditionality can change as earnings drop can also cause difficulties for claimants, particularly where they are self-employed.

What is the experience so far in full-service areas in Scotland for those who are in work, who are moving or have moved on to Universal Credit?

Our partner agencies are reporting a number of problems.

Rent Arrears and Direct Deductions

One problem we are seeing a rise in, is the number of claimants who are experiencing rent arrears. This is a particular problem that has been reported by housing associations and the Legal Services Agency (LSA) in Inverclyde, who provide housing advice and representation to service users with rent arrears.

In particular, they are reporting that as claimants earnings fluctuate, the amount they are entitled to in Universal Credit fluctuates, which often means landlords are not receiving their full rent. Tenants, under these circumstances often struggle to keep track of how much is going to their landlord and struggle to maintain any repayment plan towards arrears or shortfall.

One tenant that a housing association is aware of now chooses to pay her rent from her earnings so that her landlord always receives their rent, but this can mean the amount of income she has each month for essential expenditure, fluctuates.

We are also seeing a rising problem of claimants who are having deductions taken from their Universal Credit for other debts (up to 40%), which means how much they have left to

pay their rent is reduced. The effect of this is these debts are now being given priority over the rent arrears and increasing the likelihood of eviction.

This is exacerbated in cases where we see claimants who have had previous benefit claims that have been ended.

There is often a gap between the ending of the previous claim and the new claim beginning. As Universal Credit generally doesn't give backdated awards, this means during this period rent arrears can increase, as can other debts which may then be recovered via Universal Credit.

Some of the feedbacks that Inverclyde Council received from a survey of Universal Credit claimants helps illustrate this point:

"It fluctuates so I can't depend on it being the same amount which is worrying because I have the housing element and can't guarantee it will be paid."

"I'm struggling but I know I have to get used to monthly pay as most jobs are monthly paying. I have set up direct debit with River Clyde Homes so I know my rent will always be paid."

"Behind with main bills for first time ever, can't get back on track because they change payment amounts every month although my circumstances are the same every month."

"I spend 2 weeks of the month really struggling. I will get there once I get a freezer instead of living daily with my money."

Scottish Welfare Fund

We have also seen a significant increase in the number of crisis grants being awarded by Inverclyde Council since the roll out of Universal Credit began. In the first 4 months of 2016/17 there were 683 Crisis Grants awarded; this compares with 871 in 2017/18 and in 2018/19 the number of grants increased to 934.

Inverclyde Council is now projecting the Scottish Welfare Fund will overspend by approximately £45,000 in 2018/19 (7% above the Scottish Government allocation). Inverclyde had the highest equal overspend in Scotland in 2017/18. The availability of Universal Credit Advance payments helps contain demand on the SWF during the period until the first UC payment is received however repayment of UC advances has increased the level of applications once claims are established.

Increased demand for advice and support

Claimants are, therefore, clearly experiencing increased hardship and a number of our partner agencies are seeing the effect of this, with increased demand for advice services and increased demand for foodbank referrals. We are also seeing the number of sanctions increase as the number of claimant's increase, which is supported by national statistics and therefore, follows a national trend.

We are also seeing the nature of those demands change, with more requests for advice not relating to the claiming of Universal Credit, but rather disputes about claims, such as the level of deductions and decisions to sanction claimants.

Accessing Universal Credit

Between the 22nd of March and the 12th of April 2018, Inverclyde Council carried out a small survey of Universal Claimants, which 156 claimants responded to.

The overall response, was that although majority of claimants initially had to receive some assistance with making their claims (85%), the majority were now able to access Universal Credit from home, although a significant minority were still struggling and either dependent on support from family or friends, or accessing it via public access points provided via housing associations, libraries and the jobcentre.

The comments that were provided during the survey gave an insight into some of the experiences of those that responded.

"I found the initial process quite hard and lengthy; verifying my identity and waiting for the first payment."

"A very lengthy degrading process, the initial sign up for UC was pretty complicated as I am not very computer savvy, also found waiting on appointments to prove who I am annoying."

"I found it really straightforward to use. Had a few teething problems at the start learning how to use it but all in all, I think it's a really good system"

What is known about those experiencing in-work poverty in Scotland who do not claim or are not eligible for Universal Credit?

It is known that many claimants who are entitled to Universal Credit and are not claiming it are doing that for a number of reasons.

One is where they are self-employed; they are finding the whole process time-consuming and difficult to access, as they need to show their self-employment is gainful self-employment.

The process of proving self-employment is gainful is difficult for many as they have to attend interviews and spend time showing their income and that they will make a profit. Many are deterred from applying for this purpose, as they would prefer to spend that time growing their business.

Also where it is shown their employment is not gainful, they still have to apply for jobs and attend interviews in order to continue receiving their Universal Credit.

Many would rather spend this time growing their business and, therefore, don't apply.

Without the Universal Credit income, people obviously struggle and are more likely to get into rent and mortgage arrears and fall behind in payments to other debts. This we believe

is likely to make their businesses less sustainable and more likely to fail and is not conducive to creating an entrepreneurial culture.

We are also finding the conditionality element of Universal credit puts many people off, as does the digital nature.

The effect of this, where people do not claim, is easy to predict with people being left without sufficient income and is undoubtedly linked to the increased dependency by some on food banks and family and friends for support.

We also find, where people have not claimed and then submit a claim, the gap between not claiming and claiming can often result in rising debts, which causes hardship when they do claim as they are then likely to begin getting deductions from their Universal Credit.

What can or should the Scottish Government do to mitigate any detrimental impact?

Other than creating new top up benefits or increasing funding to the Scottish Welfare Fund to help mitigate the hardship arising from Universal Credit, we believe the Scottish Government should review the many welfare reform mitigation projects that were piloted across Scotland, during 2015/16, with a view to updating or replication the most successful and seeking to support new projects in light of the experience gained over the past few years.

We also believe that the detrimental effects of Universal Credit can be mitigated by:

- Increasing the number of public access IT points available to claimants;
- Increasing the provision of IT provision that assists claimants to develop skills to allow them to access UC successfully; and
- Increasing the provision of advice, including debt advice, to help people who are struggling with debts that have arisen because of Universal Credit claims or are being deducted from their Universal claim awards.

SOCIAL SECURITY COMMITTEE**SOCIAL SECURITY AND IN-WORK POVERTY INQUIRY****SUBMISSION FROM INVERCLYDE HSCP ADVICE SERVICES****What impact will Universal Credit have on in-work poverty in Scotland?**

We have concerns it will increase it due to the design flaws within UC. As the roll out continues and the focus shifts from natural to managed migration these design flaws will become all the more transparent. The complexity of claims are proving difficult for the system to deal with. The extended reach of UC with cuts to in-work support will result in growing claimant hardship.

The Resolution Foundation Report, 'Universal Remedy', estimates 3.3 million working families are expected to be worse off, with an average loss of £48 a week, 600,000 will no longer have any entitlement (compared to the existing Tax Credit system). Concerns have been expressed as to the adequacy of the proposed Transitional Protection for those who do lose out. The design of UC was predicated on addressing primarily the issue of worklessness. The concerns over worklessness have been somewhat alleviated by record levels of employment. Yet at the same time:

1 in 5 workers are in low pay;

1 in 6 low paid workers will make the transition to higher levels of pay within a decade.

With 68% of children in poverty living in a working household the barriers UC should be redesigned to address and help tackle are structural labour market barriers of low pay and restricted capacity for in-work progression.

The Government White paper of 2010 promised that UC 'will improve financial work incentives.' The reality has been a number of changes to the system of in-work support by way of work allowances, a taper rate of 63% (early designs of UC suggested a taper rate of 55%), a 4 year freeze on most UC rates, restrictions in child support limited to 2 children per family, the issues with conditionality and subsequent sanctions Of the 3 million in-work UC claimants, the Government estimates 1 million of these will be subject to in-work conditionality by 2021.

A submission made on behalf of Inverclyde Financial Inclusion Partnership will cover the experience so far of full service UC in Inverclyde. This response will therefore progress to address the next question of:

What can or should the Scottish Government do to mitigate any detrimental impact?

We would suggest that they can raise concerns as to current UC design issues and where possible suggest design modifications that can possibly remove some of the complexity and uncertainty pertaining to UC as it stands at present. In particular address issues of work allowances, 2 child restriction, taper rate, and system of monthly assessments.

Work Allowances

The amount claimants can earn before UC starts to be withdrawn. One work allowance allocated per UC assessment unit, irrespective of the number of earners:

April 2014-18: work allowances frozen;

April 2016: work allowances reduced. Falls from £222 to £192 for families with children who rent with UC housing costs, and from £536 to £397 for families without housing costs. Removed completely for non-disabled adults without children resulting in the application of the UC taper as soon as earnings commence.

The weakness of the work incentive for a second earner is both obvious and stark with all their potential initial earnings subject to a 63% taper that allows for only 37 pence from every pound earned to be retained. The importance of increasing the number of dual earning households is every bit as much obvious and stark:

43% of children of one-earner couples live in relative poverty. This compares with 24% among all children, 33% for children of working lone parents, and 11% for children of two-earner couples;

Median equivalised income for children whose parents are a one-earner couple is 37% below that for children with two working parents and 13% below those with a working lone parent. (Institute for Fiscal Studies – In-work poverty among families with children. July 2017)

The policy demand should be for the restoration of all work allowances and the creation of a second earner work allowance. The second earner worker allowance could be set at part time hours of 15 hours a week at the National Living Wage (NLW):

$£7.83 \times 15 = £117.45$ a week, $£6,107.40$ a year.

Representing a clear unambiguous and significant work incentive that would make a concrete contribution to tackling child poverty and help satisfy the demands of the modern labour market.

Two Child Restrictions

From February 2019 the two-child limit will apply to families with 3 or more children who have to make a claim to UC, irrespective of when their children were born. By 2021/22 more than half of children in families with 3 or more children are forecast to be in poverty. 600,000 three children families receiving approximately £2,500 a year less on average, with a further 300,000 families with 4 or more children receiving £7,000 a year less on average. It has been postulated that the majority of affected families will be low income working families. Many larger non-working families will be already subject to the benefit cap. The two-child limit, therefore, appears to be targeted on families in work but reliant of Tax Credits/UC to supplement their low wage.

Analysis of Child and Working Tax Credit statistics 2015-16 shows:

Of the 590,000 awards for families with 3 children, 68% were in work and 32% out of work;

Of the 281,000 awards for families with 4 or more children, 62% were in work and 38% out of work.

End Child Poverty in April 2018 published the report, 'Unhappy Birthday – The Two-Child Limit at One Year Old'. The report noted:

“One of the core foundations of a just and compassionate welfare state, and one that has been embedded with our social security system since its inception, is that the level of support available to families should be linked to their level of need.”

The report in turn highlights the example given in the 'House of Commons Library Briefing Paper (7935) The Two Child Limit in Tax Credits and Universal Credit' (April 2017):

Lone Parent working 35 hours on the NLW with 3 children.

Example A: If this family's claim started before April 2017 and if all the children were born before April 2017, then they would expect to receive a Tax Credit award of £10,090 in 2019/20

Example B: If, however, one of the children were born after April 2017, then their entitlement would drop to £7,310 – a loss of £2,780.

Example C: If the same family were to make a brand new claim for Universal Credit, after February 2019, then they would also be affected by the removal of the first child premium and other cuts to Universal Credit, reducing their entitlement to £3,900 – a loss of £6,200, compared to the base case.

One of the original stated objectives for UC was, 'reducing poverty'. Reducing support for low paid working families with children will conversely, however, only be a driver for increasing poverty.

Taper

The way earnings reduce entitlement to UC, the rate at which UC tapers away as earnings increase. As earnings rise above the work allowance, if any, UC reduces by 63pence for every pound earned. The Resolution Foundation terms this as part of the Marginal Effective Tax Rate (METR) UC claimants are subject to. Before April 2017 the benefit taper was set at 65%, this is now reduced to a more 'generous' 63%. After Tax and NI are factored into the calculation this equates to a 1pence improvement with a claimant now able to retain 25pence for every pound earned, an effective METR of 75%. To put this in context, for those not dependent on social security the tax rate is 32%, for higher earners 47%. The METR of 75% increases if child care is a consideration. UC will cover 85% of child care costs. A claimant earning the NLW is already subject to a METR of 75% leaving £1.96 from their earnings of £7.83. If child care costs £4.50 per hour UC will cover £3.83, leaving the claimant to pay the remaining 67pence leaving the claimant £1.29 out of their earned income of £7.83 and a METR of 84%

Make the taper more generous, such as at the rate of 55% and replace the stick of conditionality with the carrot of financial incentive.

Monthly Assessments

Monthly assessment is central to the design of UC. Earnings are counted against the assessment period if they are reported to HMRC as being paid during that assessment period, regardless of the period of work they relate to. The system is designed to mirror the world of work. The reality, however, for many low paid workers are that the mirror distorts, leading to significant adverse financial impacts on hard pressed families. Whilst approximately three quarters of the UK workforce is paid monthly, this is not the case for low paid workers who are more likely to be claiming UC. There are 12 monthly UC assessment periods, however:

A claimant paid weekly will have 8 assessments periods where they receive 4 wages, and 4 where they receive 5;

A claimant paid 4 weekly will have 11 assessment periods where they receive 1 wage, and 1 in which they receive 2.

The practical result is variability as to UC entitlement when in fact there has been no material change to earnings. This means real and significant financial loss for the claimant. The adverse impacts of these losses have been detailed in a report from CPAG – 'Rough Justice, Problems with monthly assessments of pay and circumstances in Universal Credit, and what can be done about them.' August 2018.

To take but one example from the report: Under UC anyone earning less than £520 per month is subject to a benefit cap of £1,667 per month. The cap is not applied if you, or your partner, have at least net monthly earnings of £520 during your UC monthly assessment period. If a claimant paid 4 weekly was earning just over the earnings threshold, roughly working 16 hours per week at the NLW, they will for UC purposes be assessed as earning less than the threshold figure and be subject to the benefits cap 11 months out of 12. A worker with identical earnings but paid monthly would never be subject to the cap. The example is given of a claimant with children who works 17 hours a week and receives a wage of £510 every 4 weeks. If paid monthly this would translate to a wage of £552.50, well above the threshold figure of £520. As however, she receives less than this in all but one of the assessment periods the family will be subject to the benefits cap 11 months of the year.

As to the question, 'what can be done', a solution is to extend the scope of Regulation 90 (6) (b) (ii) of the Universal Credit Regulations 2013. This regulation allows for earnings to be averaged over an extended period to determine the threshold for in work conditionality. No logical reason why the averaging of earnings cannot be extended to determine other aspects of UC entitlement to create a consistent monthly assessment of earnings.

Report To:	Policy & Resources Committee	Date:	13 November 2018
Report By:	Chief Financial Officer	Report No:	FIN/118/18/AP/KJ
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	Insurance Fund Position as at 30 September 2018		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Committee of the position of the Council's Insurance Fund as at 30 September 2018 and to highlight any relevant issues.

2.0 SUMMARY

- 2.1 The number of insurance claims received for 2017/18 was lower than for 2016/17, largely due to a reduction in the number of public liability claims (although these claims can arise after the year in which the incident occurred). The number of claims has fallen year-on-year over the last 5 years.
- 2.2 As at 30 September 2018 the Insurance Fund had a balance of £4.653 million which is £0.163 million higher than the previous year. The movement is due to contributions to the Insurance Fund exceeding charges to the Fund in-year for insurance claims.
- 2.3 Estimated liabilities on claims outstanding at 30 September 2018 are £0.921 million with a provision for clawback on Municipal Mutual Insurance (MMI) claims having been made of £0.290 million leaving a balance for future claims of £3.442 million.
- 2.4 The Insurance Fund will be affected by 2 major changes advised in previous years:
- The removal of the 3 year time bar on claims for child abuse which extends the period for such claims to include abuse suffered on or after 26 September 1964.
 - The amendment to the interest rate used in the calculation of compensation payments for personal injury claims from 2.5% to -0.75% in March 2017 (which will increase the level of payments for claimants from claims requiring longer term care).
- 2.5 The Insurance Fund is the subject of an independent actuarial review every 3 years with the next review due in early 2019. The review will assess the financial position of the Fund and advise on the level of the annual contribution required to be made based on current and projected claims.
- 2.6 The Council's insurance contracts were due to end on 30 September 2018 and so the Council undertook a tendering exercise which has resulted in savings of around £130,000 per year in premium costs. The saving for financial year 2018/19 will be added to the Insurance Fund as an increased contribution, with the saving in future years being taken against the Council's Revenue budget.

3.0 RECOMMENDATION

- 3.1 It is recommended that the Committee notes the contents of this report and the Insurance Fund position as at 30 September 2018.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The Council's Insurance Strategy involves purchasing insurance for some types/levels of risks but also self-insuring for other risks by setting aside monies in an Insurance Fund.
- 4.2 The Strategy was approved at the September 2003 meeting of the Corporate Business Committee following a review of available options by the officers of the Council and also on advice from the Council's Insurance Brokers. This approach has delivered significant savings in both external premiums and internal recharges.

5.0 2016/17 PERFORMANCE

- 5.1 The overall insurance picture for 2017/18 has, so far, seen a decrease in the number of claims received compared to 2016/17. As can be seen in Appendix A, the Council have so far received 146 claims for the 12 month period which is a 6.4% decrease on claims received to date for insurance year 2016/17. The decrease is largely due to fewer public liability claims. It should, however, be noted that claims relating to a year can be made in future years.
- 5.2 Last year, the report showed 1,222 claims for the previous 5 insurance years (2012/13-2016/17) whereas Appendix A shows 1,032 claims when the position is moved forward a year (for 2013/14-2017/18), showing a reduction of 190 claims or 15.5% on the 5 year rolling basis.
- 5.3 The Fund balance increased by £163,500 during the year to 30 September 2018 due to contributions to the Insurance Fund exceeding the charges for insurance claims in-year. The estimated outstanding liabilities have reduced from £1.319 million last year to £0.921 million this year.
- 5.4 In addition, part of the Fund has been set aside as a provision for the potential future clawback of claims relating to MMI. Further background to this issue is given in paragraph 6.3. When the estimated liabilities and the provision for the MMI clawback are taken into consideration, there is a balance of £3.441 million in the Fund for future claims as at 30 September 2018.
- 5.5 The Fund is the subject of an actuarial review every 3 years with the next review due this year. The review will assess the financial position of the Fund and advise on the level of the annual contribution required to be made based on current and projected claims.
- 5.6 As advised above, the Committee should note that some insurance claims may appear several years after the period to which they relate and that the claims paid in a year do not relate solely to the claims arising in that year but also cover some claims arising for previous years. The current balance on the Fund ensures that the self-insurance position remains the correct approach.

- 5.7 Appendix B shows that payments made by the Council's External Insurers continue to be significantly less than the premium paid, with estimated outstanding liabilities to be borne by the Insurers of around £7,100 relating to ongoing claims.

Factors affecting the premiums charged and the claims payments by Insurers include:

- (a) For Property Insurance the Insurers are effectively providing cover for the loss of a major asset and it is hoped by both parties that the Insurer will never be asked to pay out against this policy.
- (b) For Liability Insurance the Insurers deal with the longer-tailed claims such as Employer's Liability and Public Liability claims that take longer to be generated and finalised.

- 5.8 High volume, low value claims for public liability continue to be dealt with in-house, whilst the Insurers deal with all other claims.

- 5.9 One area of particular interest relates to claims arising from road or pathway defects. The claim statistics for the last 3 insurance years are as follows:

Insurance Year	No. of Claims	% of Total Claims For Year	Claims Rejected/ Dropped	Claims Paid		Claims Outstanding	
				No. of Claims	Actual Cost of Claims	No. of Claims	Amounts Claimed **
					£000		£000
2015/16	63	31.0%	45	11	43	7	111
2016/17	75	48.1%	48	15	26	12	85
2017/18	70	47.9%	20	8	1	42	257

** These amounts are subject to review as claims progress through the insurance process but are likely to reduce.

It should be noted that, whilst some claims can be resolved relatively quickly, the legal processes for dealing with claims can result in some claims taking some time to resolve.

6.0 OTHER ISSUES

- 6.1 The Council's insurance contracts were due to end on 30 September 2018 and so, as approved by the Committee in 2017, the Council undertook a tendering exercise which has resulted in savings of around £130,000 per year in premium costs.

The saving for financial year 2018/19 will be added to the Insurance Fund as an increased contribution, with the saving in future years being taken against the Council's Revenue budget.

- 6.2 There are ongoing issues on 4 areas affecting the Council's insurance position:
- a. Pleural Plaques.
 - b. Municipal Mutual Insurance (MMI).
 - c. Child Abuse Claims.
 - d. Personal Injury Claims – Interest Rate.

6.3 Pleural Plaques

The Damages (Asbestos-related Conditions) (Scotland) Act 2009 provides that asbestos-related and certain other asymptomatic asbestos-related conditions are compensable in Scotland if it can be established that the conditions were caused by negligent asbestos exposure. The insurance industry challenged the legal validity of the Act but failed at the Supreme Court in October 2011. As advised in previous years, it is expected that the Act will result in additional claims and costs to be borne by insurers although the impact is still unknown. The Council and its insurers are currently dealing with 5 claims relating to pleural plaques.

6.4 MMI

MMI is a former insurer which provided insurance primarily to local authorities. As a result of financial difficulties, MMI ceased to write new insurance business in September 1992 and “went into run-off” i.e. it continues but only to pay any claims that were outstanding or any claims that have arisen/may arise.

This “run-off” involved the establishment of a “Scheme of Arrangement” under which each local authority involved essentially assumed an element of mutual ownership of the company to manage the transition. When the Scheme was established, it was believed that the company had sufficient resources to meet all existing liabilities and potentially provide a final distribution to participating local authorities of any residual surplus.

MMI do not have sufficient funds to meet the cost of any new claims so, from 1 January 2014, they are only paying a percentage of the cost of claims and any claims paid prior to that date under the Scheme of Arrangement are subject to clawback (there being no underwriting or reinsurance to cover this situation). The balance of the cost of claims and the amount of the clawback are impacting on a large number of local authorities throughout the UK, including Inverclyde, which are part of the Scheme of Arrangement.

The percentage of claims being paid by MMI is now 75% (with 25% payable by the Council). The Council has included an allowance for these claims and any clawback and continues to monitor and revise the allowance using the latest information from MMI.

6.5 Child Abuse Claims

On 4 October 2017, the Limitation (Childhood Abuse) (Scotland) Act 2017 came into effect. The Act removes the 3 year time bar on claims for child abuse, meaning that claims can now be made for abuse suffered on or after 26 September 1964.

It is unclear how many claims will now be forthcoming to local authorities and other organisations, the cost of those claims, and who will bear those costs (whether former insurers/their successors or current local authorities/organisations as successors to authorities/organisations who provided child care services from 1964 onwards).

Given the uncertainties, it is possible that the Council could receive claims and that there could therefore be an impact on the Insurance Fund (and also on costs to be borne by the insurers) although the extent of any impact is unknown.

6.6 Personal Injury Claims – Interest Rate

In March 2017 the interest rate used in the calculation of compensation payments for longer term personal injury claims was reduced from 2.5% to -0.75%. The rate used previously assumed that a claimant could invest their compensation and receive interest on that sum (thereby reducing the amount of compensation that they would initially receive for their claim). The change to a negative interest rate means that compensation payments to claimants from claims requiring longer term care will increase. The UK Government is introducing proposals for future reviews of the interest rate.

7.0 THE YEAR AHEAD

7.1 Officers within Finance Services will continue to monitor the performance of the Insurance Strategy closely and will continue to present reports to Committee no less frequently than annually.

7.2 The Council appoints Loss Adjusters in relation to any individual Council property insurance claims where the repair cost is estimated at above £10,000. The Loss Adjusters assist in assessing the damage and the extent and cost of any repair work. The current contract ends on 31 March 2019 and so it is proposed to undertake a tendering exercise for this service.

8.0 IMPLICATIONS

8.1 Legal

None.

8.2 Financial

The Fund balance as at 30 September 2018 was £4.653 million which is £0.163 million higher than the previous year.

One off Costs:

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement from	Other Comments
None					

Annually Recurring Costs/(Savings):

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement from	Other Comments
None					

8.3 Human Resources

None.

8.4 Equalities

None.

8.5 Repopulation

None.

9.0 CONSULTATIONS

9.1 None.

10.0 LIST OF BACKGROUND PAPERS

10.1 None.

Appendix A

Insurance Fund Financial Summary - Insurance Years 2016/17 - 2017/18

	Insurance Years		
	2016/2017 (1 Oct 2016 - 30 Sept 2017) £	2017/2018 (1 Oct 2017 - 30 Sept 2018) £	
<u>Fund Income in Year</u>			
Total Contributed to the Fund	575,000.00	622,500.00	
Internal Resources Interest	10,714.08	14,565.13	
	<u>585,714.08</u>	<u>637,065.13</u>	A
<u>Fund Expenditure in Year</u>			
Risk Management	5,000.00	5,000.00	
Actuarial/Property Revaluation Costs	3,000.00	0.00	
	<u>8,000.00</u>	<u>5,000.00</u>	
Incurred Charges to the Fund in Year	311,648.23	468,588.79	
	<u>319,648.23</u>	<u>473,588.79</u>	B
Net Surplus/(Deficit) on Fund in Year	<u>266,065.85</u>	<u>163,476.34</u>	C=A-B
<hr/>			
<u>Fund Balance</u>			
Balance As At Start of Year	4,223,490.85	4,489,556.70	D
Add:			
Net Surplus/(Deficit) on Fund in Year	266,065.85	163,476.34	C
Actual Fund Balance At End of Year	<u>4,489,556.70</u>	<u>4,653,033.04</u>	E=D+C
Less:			
Estimated Outstanding Charges on Fund	1,318,549.19	921,067.73	F
Provision for Clawback for MMI Claims	366,409.00	290,074.00	G
Balance for Future Years Claims At End of Year	<u>2,804,598.51</u>	<u>3,441,891.31</u>	H=E-F-G

Claims Information For Last 5 Insurance Years

(This information is for the number of claims received analysed by the year to which the claim relates)

	No. of Claims Received For Year	No. of Claims Settled/Resolved	No. of Claims Outstanding	Estimated Outstanding Charges On Insurance Fund £
2013/14	301	297	4	21,491.27
2014/15	226	219	7	127,642.80
2015/16	203	190	13	148,402.00
2016/17	156	131	25	171,369.00
2017/18	146	62	84	356,781.31
	<u>1,032</u>	<u>899</u>	<u>133</u>	<u>825,686.38</u>
Claims Pre-2013/14			9	95,381.35
TOTALS			<u>142</u>	<u>921,067.73</u>

Of the claims outstanding 19 relate to Motor Vehicle claims, none of which are payable by the Insurance Fund.

Insurance Premiums/Payments By Insurers

	Insurer	Policy Excess 2017/2018	Responsibility for Policy Excess	Insurance Year 2017/2018		Insurance Year 2016/2017		Insurance Year 2015/2016		Insurance Year 2014/2015	
				Payments Made By Insurer For Claims	Premium Paid To Insurer (Incl. IPT)	Payments Made By Insurer For Claims	Premium Paid To Insurer (Incl. IPT)	Payments Made By Insurer For Claims	Premium Paid To Insurer (Incl. IPT)	Payments Made By Insurer For Claims	Premium Paid To Insurer (Incl. IPT)
				£	£	£	£	£	£	£	£
Property Policies											
General Properties	Zurich Municipal	£1m	Note 1								
Education Properties	Zurich Municipal	£1m	Note 1								
Professional Fees (First Loss)	Zurich Municipal	£1m	Note 1								
Removal of Debris (First Loss)	Zurich Municipal	£1m	Note 1	15,167.94	126,583.78	64,740.29	121,733.16	6,143.75	121,335.11	2,831.23	118,866.24
Money	Zurich Municipal	£500	Note 2								
Business Interruption:-											
- Gross Revenue	Zurich Municipal		Note 1								
- Additional Expenditure	Zurich Municipal		Note 1								
All Risks	Zurich Municipal	Various	Note 1								
Industrial/Commercial Property	Zurich Municipal	£250/ £1,000 for subsidence	Note 2								
Museum & Fine Art	Zurich Municipal	£1,000	Note 3	0.00	11,538.50	0.00	14,234.67	1,150.00	14,866.58	0.00	14,431.92
Casualty Policies (Excl Claims Handling)											
Public Liability	Zurich Municipal	£52,848	Note 3								
Employers Liability	Zurich Municipal	£52,848	Note 3	48,536.96	252,901.99	0.00	225,889.02	7,554.90	197,038.10	117,249.49	182,463.20
Officials Indemnity	Zurich Municipal	£52,848	Note 3								
Libel & Slander	Zurich Municipal	---	Note 3	0.00	2,153.95	0.00	2,115.49	0.00	2,038.56	0.00	2,038.56
Professional Negligence	Zurich Municipal	Various	---	0.00	7,579.60	0.00	7,444.25	0.00	7,173.55	0.00	6,545.50
Other Policies											
Motor (Excl Claims Handling)	RMP/QBE	£50,000	Note 4	0.00	98,461.44	1,986.03	86,328.00	39,556.32	80,136.00	6,892.99	78,609.60
Fidelity Guarantee	RMP/QBE	£10,000	Note 3	0.00	25,028.64	0.00	24,581.70	0.00	23,687.82	0.00	23,687.82
Work In Progress (Cont. All Risks)	Zurich Municipal	£1,000	Note 2	984.00	13,316.36	14,129.47	13,307.28	0.00	15,512.47	0.00	15,631.62
Contractors Plant	Zurich Municipal	£500	Note 2	0.00	4,548.60	0.00	4,467.38	1,180.00	4,304.93	0.00	4,304.93
Engineering Insurance	RMP/HSB	---	---	0.00	3,486.04	0.00	3,423.79	0.00	2,584.68	0.00	2,691.66
Public Health Act	Zurich Municipal	---	---	0.00	1,335.99	0.00	1,469.57	0.00	1,239.18	0.00	1,244.85
Computer	RMP/HSB	£5,000	Note 5	0.00	7,099.59	0.00	6,655.30	0.00	7,547.48	0.00	7,472.75
Hirers Liability	Zurich Municipal	£100	Note 2	0.00	266.00	0.00	261.25	0.00	251.75	0.00	251.75
School Journey	Zurich Municipal	Various	Note 2	3,804.48	6,651.96	851.69	6,533.18	2,917.55	6,295.61	895.00	5,995.47
Business Travel/PA	Zurich Municipal	Various	Note 2	0.00	5,932.27	0.00	5,839.20	0.00	5,742.56	0.00	5,417.51
				68,493.38	566,884.71	81,707.48	524,283.24	58,502.52	489,754.38	127,868.71	469,653.38

Estimated Outstanding Insurers' Liabilities for Current Claims:
£
7,069.00

Notes

Note 1 - Insurance Fund (except for first £1,000 which is met by Service).

Note 2 - Excess is met direct by Service.

Note 3 - Insurance Fund.

Note 4 - Insurance Fund (except for first £2,500 which is met by Service).

Note 5 - Service pays excess of £1,000.

Report To:	Policy & Resources Committee	Date:	13 November 2018
Report By:	Chief Financial Officer	Report No:	FIN/108/18/AP/KJ
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	TREASURY MANAGEMENT – MID-YEAR REPORT 2018/19		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise members of the operation of the treasury function and its activities for the first six months of 2018/19 as required under the terms of Treasury Management Practice 6 ("TMP6") on "Reporting Requirements and Management Information Arrangements".

2.0 SUMMARY

- 2.1 As at 30 September 2018, the Council had gross external debt (including PPP) of £260,107,373 and investments of £22,037,319. This compares to gross external debt (including PPP) of £271,348,549 and investments of £33,445,618 at 31 March 2018. The significant movements are largely due to £10,000,000 of PWLB borrowing maturing and being repaid from investments.
- 2.2 The Council is projected to be underborrowed by £36,307,000 compared to its Capital Financing Requirement as at 31 March 2019. This is a decrease in projected underborrowing of £8,128,000 from the estimate of £44,435,000 in the 2018/19 Treasury Management Strategy. The under borrowing position means that the Council is using funds it currently has (such as reserves) to cash flow capital expenditure rather than bringing in new funds from borrowing.
- 2.3 The Council undertook £5m of 3-month temporary borrowing at 0.70% from another Scottish local authority during the period in order to provide additional short-term liquid funds. This temporary borrowing has now been repaid. The projection for the remainder of the year includes £10,000,000 of borrowing that will only be undertaken if the funds are required and it is prudent to borrow. Any borrowing undertaken will be reported to Committee.
- 2.4 The average rate of return achieved on investments during the first six months of 2018/19 was 0.72% which exceeds the benchmark return rate for the period of 0.61% by 0.11% and resulted in £18,000 of additional interest on investments for the Council.
- 2.5 During the first six months of 2018/19 the Council did not undertake any debt restructuring and operated within the required treasury limits and Prudential Indicators for the year set out in the Council's Treasury Policy Statement, annual Treasury Strategy Statement, and the Treasury Management Practices.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the contents of the Mid-Year Report on Treasury Management for 2018/19 and the ongoing work to ensure the delivery of financial benefits for the Council.
- 3.2 It is recommended that the Mid-Year Report be remitted to the Inverclyde Council for approval.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The Council is required by the CIPFA Code of Practice on Treasury Management 2011 and the CIPFA Prudential Code for Capital Finance in Local Authorities to produce a mid-year treasury management review of activities and prudential and treasury indicators for 2018/19.
- 4.2 Treasury Management in this context is defined as: “The management of the local authority’s cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”
- 4.3 A glossary of treasury management terms is attached as Appendix 1.

5.0 MID-YEAR REVIEW

- 5.1 The treasury management issues arising during the first six months of 2018/19 were:
 - a. The Council’s debt (including PPP) has reduced during the period by £11.242m due to repaying maturing debt/liabilities without undertaking new borrowing.
 - b. The Council’s investments have reduced by £11.409m due to using investments to repay debt and from regular cash flow movements.
 - c. As at 31 March 2018 the Council had under borrowed against its capital financing requirement by £36.995m. The latest projection is for the under borrowing to reduce to £36.307m as at 31 March 2019. Under borrowing means that the Council is using funds it currently has to cash flow capital expenditure rather than bringing in funds from borrowing. The projected level of under borrowing is considered manageable but the position is kept under review in light of Council capital financing and other funding requirements.
 - d. There remains ongoing volatility in the financial markets and economic uncertainty in the UK and around the world, impacting on rates for new borrowing and investments. In August 2018 the Bank of England increased the UK Bank Rate from 0.50% to 0.75%, the highest that the rate has been since 2009. There remains uncertainty over when the next increase will take place and the timing and pace of any movements after that.
 - e. The Council’s treasury advisers are forecasting no change to the Bank Rate until an increase to 1.00% in Quarter 3 of 2019.
 - f. During the period PWLB rates for new borrowing had been expected to see slight increases of up to 0.10%. Rates increased by between 0.07% for shorter periods and 0.27% for longer borrowing. The volatility during the 6-month period resulted in spreads between the high and low rates for some loan periods of up to 0.39% (e.g. a longer-term new borrowing rate of 2.25% was at 2.64% during the period).
 - g. The Council’s treasury advisers expect PWLB rates to rise very gently during the rest of the year but the extent and speed of increase will depend on economic factors affecting the UK and global markets.
 - h. The Council undertook £5m of 3-month temporary borrowing at 0.70% from another Scottish local authority during the period in order to provide additional short-term liquid funds. This temporary borrowing has now been repaid. The projection for the remainder of the year includes £10,000,000 of borrowing that will only be undertaken if the funds are required and it is prudent to borrow. Any borrowing undertaken will be reported to Committee.
 - i. The Council did not undertake any debt restructuring during the first six months of 2018/19 and remained within its Prudential Indicator and Treasury Management limits.
 - j. Investment returns were expected to remain relatively low but were affected by the possibility of Bank Rate increases during the period and the actual increase in August.
 - k. The Council’s investments earned a rate of return of 0.72% during the period and outperformed the benchmark return of 0.61% resulting in additional income to the Council of £18,000.

- l. All investments were in accordance with the Council's investment policy and no institutions with which investments were made had any difficulty in repaying those investments and interest in full during the period.
- m. The Council's investment performance is due to undertaking fixed term investments at interest rates that were above the benchmark with counterparties that have high creditworthiness (the Bank of Scotland and Santander UK) and in accordance with the Council's investment strategy. The outturn is reduced due to using investments to repay maturing debt and thereby saving the Council the cost of borrowing at rates higher than being earned from using investment funds.

5.2 In addition:

- a. On 8 August 2017 the Policy & Resources Committee approved an investment in an ethical investment organisation and to waive any interest due on the investment. The £50,000 invested with Shared Interest Society Limited is part of the investment balances included in this report.
- b. The Council's contract with the Bank of Scotland for banking services is for 5 years from 1 April 2012 until 31 March 2017 with an option to extend for a further two 1 year periods until 31 March 2019. Both of these options have now been exercised. The Council will issue tenders for banking services for the 5 year period from 1 April 2019 to 31 March 2024 and with an option to extend for a further two 1 year periods until 31 March 2026.
- c. The Council's current contract with its treasury advisers ends on 30 June 2019. The Council will issue tenders for treasury management advisers services for the three year period from 1 July 2019 with an optional one year extension until 30 June 2023.

5.3 The Council's debt position was as follows:

	At 31 March 2018	At 30 September 2018
	£	£
Total Excluding PPP	207,389,549	196,938,373
PPP Debt	63,959,000	63,169,000
Total Including PPP	271,348,549	260,107,373

Further detail is given in the following table:

	At 31 March 2018		At 30 September 2018		Movement In Period
	Principal	Rate	Principal	Rate	Principal
	£000		£000		£000
Fixed Rate Funding:					
- PWLB	104,714		94,288		(10,426)
- Market *	71,000		71,000		See * Below
	175,714	4.04%	165,288	4.06%	(10,426)
Variable Rate Funding:					
- PWLB	0		0		0
- Market *	31,400		31,400		See * Below
- Temporary #	276		250		(26)
	31,676	4.94%	31,650	4.94%	(26)
Total Debt (Excl PPP)	207,390	4.18%	196,938	4.20%	(10,452)
PPP Debt	63,959		63,169		(790)
Total Debt (Incl PPP)	271,349		260,107		(11,242)

* - Market Loans are shown as variable when they have less than 1 year to go until their next call date. The total value of Market Loans has not changed between financial years, just the split between fixed and variable.

- Temporary Loans include funds held by the Council on behalf of the Common Good and Trust Funds that are treated as borrowing for Treasury Management purposes.

5.4 The Council's investment position was as follows:

	At 31 March 2018		At 30 September 2018		Movement In Period
	Principal	Return	Principal	Return	Principal
	£000		£000		£000
Investments:					
- Fixed Term Deposits	11,500	0.77%	16,500	0.88%	5,000
- Notice Accounts	15,000	0.70%	0	-	(15,000)
- Shared Interest Society Limited	50	-	50	-	0
- Deposit Accounts	6,896	0.50%	5,487	0.75%	(1,409)
Totals	33,446	0.68%	22,037	0.84%	(11,409)

Maximum level of investments in Period: £42,440,119 on 18 July 2018

Minimum level of investments in Period: £21,955,819 on 27 July 2018

Daily average for the period: £32,340,508

5.5 2018/19 Latest Projection Compared to Estimates in 2018/19 Strategy

The latest 2018/19 projection compared to the estimates in the 2018/19 strategy:

	2018/19 Estimate	2018/19 Latest Projection
	£000	£000
<u>Borrowing Requirement</u>		
New borrowing	0	0
Alternative financing requirements	0	0
Replacement borrowing	10,000	10,000
TOTAL	10,000	10,000
<u>Prudential/Treasury Management Indicators</u>		
	£000	£000
Gross external debt including PPP (As at 31 March 2019)	269,307	269,325
Capital financing requirement (As at 31 March 2019)	313,742	305,632
(Under)/over borrowing against CFR	(44,435)	(36,307)
	£000	£000
Gross Capital Expenditure	25,850	27,960
Ratio of financing costs (including PPP) to net revenue stream	14.26%	14.14%
Ratio of net debt (debt and PPP less investments) to net revenue stream	128.6%	129.4%

5.6 2018/19 Mid-Year Position Compared to Limits in 2018/19 Strategy

The 2018/19 mid-year position compared to limits in the 2018/19 strategy:

Prudential/Treasury Management Indicators

Authorised limit for external debt

- Borrowing
- Other long term liabilities

Operational boundary for external debt

- Borrowing
- Other long term liabilities

Upper limit on sums invested for periods longer than 365 days (Actual is maximum in period)

Upper limits on Fixed/Variable borrowing maturing in each period (LOBOs included based on call dates and not maturity dates) at 31 March 2019

- Under 12 months
- 12 months and within 24 months
- 24 months and within 5 years
- 5 years and within 10 years
- 10 years and within 30 years
- 30 years and within 50 years
- 50 years and within 70 years

Council Policy Limits

Maximum Percentage of Debt Repayable In Year

Maximum Proportion of Debt At Variable Rates

Maximum Percentage of Debt Restructured In Year

2018/19 Limits		2018/19 Mid-Year Actual Position	
£000		£000	
250,000		196,938	
64,000		63,169	
314,000		260,107	
£000		£000	
230,000		196,938	
64,000		63,169	
294,000		260,107	
£000		£000	
10,000		0	
Fixed	Var.	Fixed	Var.
45%	35%	2.6%	16.1%
45%	35%	23.4%	-
45%	35%	8.9%	-
45%	35%	4.5%	-
45%	35%	3.9%	-
45%	35%	20.3%	-
45%	35%	20.3%	-
25%		20.3%	
45%		16.1%	
30%		0.0%	

The forecast Investment Balances for 2018/19 required under Investment Regulation 31 and the actual position at 30 September 2018 is shown in Appendix 2. An analysis of the cash balances managed in-house is shown in Appendix 3.

5.7 The forecast from the Treasury Advisors in the 2018/19 Strategy for the Bank Rate as at 31 March and the latest forecast for the Bank Rate are:

	Forecast Per 2018/19 Strategy	Latest Forecast
2018/19	1.00%	0.75%
2019/20	1.25%	1.00%
2020/21	1.50%	1.50%

- 5.8 The Council's investment policy for the year is governed by Scottish Government Investment Regulations, which was implemented in the annual investment strategy approved by the Council on 12 April 2018. This policy sets out the approach for choosing investment categories and counterparties, and is based on credit ratings provided by the three main credit rating agencies supplemented by additional market data such as rating outlooks, credit default swaps, bank share prices etc.
- 5.9 All investments were in accordance with the policy and no institutions with which investments were made had any difficulty in repaying investments and interest in full during the period.

The result of the investment strategy undertaken by the Council in the first six months of 2018/19 is as follows:

Average Investment	Rate of Return (gross of fees)	Benchmark Return (3 month LIBID uncompounded)
£32,340,508	0.72%	0.61%

The Council have outperformed the benchmark by 0.11% resulting in additional income to the Council of £18,000. Opportunities for the Council to out-perform the benchmark rate are becoming fewer due to more standardisation of rates and periods offered.

6.0 IMPLICATIONS

Legal

- 6.1 None. Any borrowing or lending is done under the Council's legal powers.

Finance: Through the achievement of exceeding the investment benchmark return rate, the Council has benefited from additional returns of £18,000. The Council utilises Treasury Management as part of the overall Financial Strategy. Officers will continue to investigate borrowing and investment opportunities to bring financial benefits to the Council, all within the Treasury Management Policy.

Human Resources

- 6.2 None.

Equalities

- 6.3 None.

Repopulation

- 6.4 None.

7.0 CONSULTATIONS

- 7.1 This report has been produced based on advice from the Council's treasury advisers (Link Treasury Services Limited).

8.0 LIST OF BACKGROUND PAPERS

- 8.1 CIPFA - Treasury Management in the Public Services – Code of Practice and Cross-Sectoral Guidance Notes – 2017 Edition
Inverclyde Council – Treasury Management Strategy and Annual Investment Strategy 2018/19-2021/22.

TREASURY MANAGEMENT
GLOSSARY OF TERMS

Authorised Limit for External Debt

This is a limit for total Council external debt as set by the Council based on debt levels and plans.

Bank of England

The central bank for the UK with ultimate responsibility for setting interest rates (which it does through the Monetary Policy Committee or “MPC”).

Bank Rate

The interest rate for the UK as set each month by the Monetary Policy Committee (“MPC”) of the Bank of England. This was previously referred to as the “Base Rate”.

Call Date

A date on which a lender for a LOBO loan can seek to apply an amended interest rate to the loan. The term “call date” is also used in relation to some types of investments with a maturity date where the investments can be redeemed on call dates prior to the maturity date.

Capital Expenditure

Expenditure on or for the creation of fixed assets that meets the definition of Capital Expenditure under the accounting rules as set-out in the Code of Practice on Local Authority Accounting in the United Kingdom and for which the Council are able to borrow.

Capital Financing Requirement

The Capital Financing Requirement (sometimes referred to as the “CFR”) is a Prudential Indicator that can be derived from the information in the Council’s Balance Sheet. It generally represents the underlying need to borrow for capital expenditure (including PPP schemes).

CIPFA

CIPFA is the Chartered Institute of Public Finance and Accountancy who produce guidance, codes of practice, and policy documents for Councils.

Counterparty

Another organisation involved in a deal i.e. if the Council enters a deal with a bank then the bank would be referred to as the “Counterparty”.

Credit Ratings

Credit ratings are indicators produced by a ratings provider (such as Fitch, Moody's or Standard & Poor's) that aim to give an opinion on the relative ability of a financial institution to meet its financial commitments. Credit ratings are not guarantees – they are opinions based on investigations and assessments by the ratings providers and they are regularly reviewed and updated. The Council makes use of credit ratings to determine which counterparties are appropriate or suitable for the Council to make deposits with.

The highest credit rating is AAA.

European Central Bank

Sometimes referred to as “the ECB”, the European Central Bank is the central bank for the Eurozone and is the equivalent of the Bank of England. The European Central Bank sets interest rates for the Eurozone.

Eurozone

This is the name given to the group of 19 countries in Europe that have the Euro as their currency and that participate in a monetary union. Interest rates in the Eurozone are set by the European Central Bank. The Eurozone is comprised of: Austria, Belgium, Cyprus, Estonia, Finland, France, Germany, Greece, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, the Netherlands, Portugal, Slovakia, Slovenia, and Spain.

Federal Reserve

Sometimes referred to as “the Fed”, the Federal Reserve is the central bank for the US and is the equivalent of the Bank of England. The Federal Reserve sets interest rates for the US.

Fixed Term Deposit

A Fixed Term Deposit or Fixed Term Investment is an investment with a named bank or financial institution which matures on a set date and which is repaid with interest on the maturity date. Fixed Term Deposits cannot be traded and cannot be terminated before the maturity date without the payment of a penalty (if at all).

Gilt Yields

A gilt yield is the effective rate of return that someone buying a gilt at the current market price will receive on that gilt. Since the market price of a gilt can vary at any time, the yield will also vary.

Gilts

Gilts are bonds (i.e. debt certificates) that are issued (i.e. sold) by the UK Government. When they issue gilts the Government sets the interest rate that applies to the gilt, sets when they will repay the value of the gilt, and it agrees to make interest payments at regular intervals until the gilt is repaid or redeemed. Gilts are traded in the financial markets with the price varying depending on the interest rate applicable to the gilt, when the gilt will be repaid (i.e. when it will mature), on Bank Rate expectations, and on market conditions.

Gross Domestic Product

Gross Domestic Product (“GDP”) is a measure of the output of goods and services from an economy.

Growth

Positive growth in an economy is an increase in the amount of goods and services produced by that economy over time. Negative growth in an economy is a reduction in the amount of goods and services produced by that economy over time.

Inflation

Inflation is the term used for an increase in prices over time. It can be measured in various ways including using the Consumer Prices Index (“CPI”) or the Retail Prices Index (“RPI”).

Investment Regulations

The Local Government in Scotland Act 2003 allows the Scottish Ministers to introduce Regulations to extend and govern the rules under which Scottish Councils may invest funds. The Local Government Investments (Scotland) Regulations 2010 came into effect on 1 April 2010.

LIBID

This is the London Interbank Bid Rate – an interest rate that is used between banks when they wish to attract deposits from each other.

LIBOR

This is the London Interbank Offering Rate – an interest rate that is used as a base for setting interest rates for deals between banks.

LOBO

This is a form of market loan that the Council has with some lenders. The term is short for the phrase “Lender Option/Borrower Option”.

MPC

The MPC or Monetary Policy Committee is a committee of the Bank of England that meets regularly during the year (in meetings over 2 days) to set the Bank Rate for the UK.

Operational Boundary

This is a level of debt set by the Council at lower than the Authorised Limit and which Council debt levels should not normally exceed during normal operations.

Prudential Code

Councils are required to comply with the CIPFA Prudential Code for Capital Finance in Local Authorities. These requirements include the production of Prudential Indicators. The Prudential Code was last revised in December 2017.

Prudential Indicators

Indicators set-out in the Prudential Code that will help Councils to meet requirements in relation to borrowing limits or which will help Councils demonstrate affordability and prudence with regard to their prudential capital expenditure.

PWLB

The Public Works Loan Board is a government agency and part of the Debt Management Office. The PWLB provides loans to local authorities and other specified bodies.

PWLB Certainty Rates

In the Budget in March 2012, the Chancellor of the Exchequer announced that local authorities that provide information on their long-term borrowing and capital spending plans would be eligible for a 0.20% discount rate for new PWLB borrowing. The PWLB Certainty Rates came into effect on 1 November 2012.

PWLB Rates

These are the interest rates chargeable by the Public Works Loan Board for loans. The rates for fixed rate loans are determined by the day on which the loan is agreed. The rates to be charged by the PWLB for loans are set each day based on gilt yields at the start of business each day and then updated at least once during the day.

Quantitative Easing

This is the creation of money by a central bank (such as the Bank of England) in order to purchase assets from banks and companies and boost the supply of money in an economy.

Spread

For interest rates the spread is the difference between the highest and lowest rate for that interest rate over a period.

Treasury Management Code

This is the "Treasury Management in the Public Services: Code of Practice" and is a code of practice for Council treasury management activities. It is produced by CIPFA and was last revised in December 2017.

Treasury Management Indicators

These are Prudential Indicators specifically relating to Treasury Management issues.

Treasury Management Practices (TMPs)

This is a Council document that sets out Council policies and procedures for treasury management as required by the Treasury Management Code. The Council also agrees an annual treasury management strategy that is submitted to Committee in accordance with the Treasury Management Practices.

Yield

The yield is the effective rate of return on an investment.

**FORECAST OF INVESTMENT BALANCES
ESTIMATE FOR 2018/19 AND ACTUAL AT 30 SEPTEMBER 2018**

Investment Regulation 31 requires the Council to provide forecasts for the level of investments. The estimate for 2018/19 and the actual as at 30 September 2018 are:

	2018/19 Estimate For Year	2018/19 Actual For 1 April 2018 To 30 September 2018
	£000	£000
Cash balances managed in-house		
- At Start of Year	40,000	33,396
- At End of Year/Period	25,618	21,987
- Change in Year/Period	(14,382)	(11,409)
- Average daily cash balances	32,809	32,291
Holdings of shares, bonds, units (includes local authority owned company)		
- At Start of Year	2	2
- Purchases	0	0
- Sales	0	0
- At End of Year/Period	2	2
Loans to local authority company or other entity to deliver services		
- At Start of Year	524	524
- Advances	0	0
- Repayments	41	19
- At End of Year/Period	483	505
Loans made to third parties #		
- At Start of Year	2,143	2,219
- Advances	0	17
- Repayments	23	96
- At End of Year/Period	2,120	2,140
Total of all investments		
- At Start of Year	42,669	36,141
- At End of Year/Period	28,223	24,634
- Change in Year/Period	(14,446)	(11,507)

- This includes the £50,000 investment made with the Shared Interest Society Limited in August 2017.

**CASH BALANCES MANAGED IN-HOUSE
ACTUAL AS AT 31 MARCH 2018 AND 30 SEPTEMBER 2018**

The following is an analysis of cash balances managed in-house as at 31 March 2018 and at 30 September 2018:

	As At 31 March 2018	As At 30 September 2018
	£	£
<u>Fixed Term Deposits</u>		
Bank of Scotland	8,000,000	13,000,000
Santander UK	3,500,000	3,500,000
	11,500,000	16,500,000
Average Interest Rate	0.77%	0.88%
<u>Notice Accounts</u>		
Bank of Scotland	15,000,000	0
Santander UK	317	318
	15,000,317	318
Average Interest Rate	0.70%	0.60%
<u>Ethical Investment Organisation</u>		
Shared Interest Society Limited	50,000	50,000
	50,000	50,000
Average Interest Rate	-	-
<u>Deposit Accounts</u>		
Bank of Scotland	6,894,800	5,486,500
Santander UK	501	501
	6,895,301	5,487,001
Average Interest Rate	0.50%	0.75%
TOTAL	33,445,618	22,037,319
Average Interest Rate	0.68%	0.84%

Report To:	Policy & Resources Committee	Date:	13 November 2018
Report By:	Chief Financial Officer	Report No:	FIN/115/18/AP/AM
Contact Officer:	Allan McDonald	Contact No:	01475 712098
Subject:	ICT Services Performance Update		

1.0 PURPOSE

- 1.1 On 20th 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 and details of the Council's PC Refresh programme

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 Servicedesk has had a difficult quarter in terms of Service Delivery resulting from additional resource requirements from the School refurbishment programme, the PC Refresh programme and additional PEF procurement. As shown in Appendix 3, recent improvements have resulted in meeting its Incident Response target for September. There remains a challenge to ensure that this is maintained in light of ongoing and increasing resource pressures. Temporary additional resource has been approved by the CMT, funded by additional support fee income from Education Services and HSCP.
- 2.3 As reported in the Capital report elsewhere on the agenda, ICT is well into 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.
- 2.4 A comprehensive review of wireless provision with the Corporate Campus around Greenock Municipal Buildings has developed a programme to upgrade and enhance coverage in the corporate campus. This was a key action in the Digital Strategy 2017/20 and ties in with the current review of the Agile Working Policy by HR.
- 2.5 Appendix 3 includes a number of Channel Shift statistics for the first time. Trends will be monitored and reported to the Committee as part of this reporting cycle.

3.0 RECOMMENDATIONS

- 3.1 That the Committee notes the Performance Statistics Report and Action Plan updates for the Digital and ICT Strategies.
- 3.2 That the Committee approves the project to develop the provision of Wireless infrastructure around the Corporate Campus funded from the AMP and Modernisation EMR.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The Council runs a 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 On 20 June 2017, the Committee approved the Council's Digital and ICT Strategies for 2017 – 2020.
- 4.5 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 sizeable 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.
- 4.6 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. Appendices 1 and 2 show the progress being made against the key actions identified in both strategies.

5.0 Progress - Projects

- 5.1 Implementation of an Online Council Tax system, which will allow customers to administer their accounts online is now nearing completion. The system is now undergoing Quality Assurance and User Acceptance testing by the service prior to public launch. The upgrade of the Council's Customer Service System continues to progress well and the core product upgrade is almost at completion, which will in turn allow the development of a Citizen Self-Service Portal to enable citizens to access multiple services via single sign-on.
- 5.2 As reported in more detail in the Capital Update, in conjunction with colleagues from Education Services, ICT 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 £300k in replacing over 830 laptop devices across all areas of the Primary, Secondary and ASN School Estate.
- 5.3 ICT Services have investigated the current condition of corporate wireless infrastructure across the campus of Greenock Municipal Buildings and associated offices to ascertain the cost to upgrade and improve the facilities across the estate.
- 5.4 Surveys were carried out using specialised test equipment at various positions within each site and a wireless enabled client used to determine the signal strength from set points surrounding it. Several readings were recorded from rooms directly adjacent, above and below and across the corridor to provide a comprehensive survey of wireless signal strength and availability. Site specific reports were completed for each building detailing the survey results and include a number of recommendations and costs associated.
- 5.5 It was found that most buildings have the minimum amount of wireless infrastructure required to provide coverage to offices and meeting rooms, however several sites were identified as

failing to meet even this requirement with the majority of offices in Greenock Municipal Building and Wallace Place receiving no wireless signal at all.

- 5.6 A comprehensive programme has been developed to upgrade and enhance wireless coverage in the corporate campus. The cost to provide full wireless coverage to all establishments, inclusive of Wireless Access Points (WAPs), switches, cabling and licences is £61,470. This was a key action in the Digital Strategy 2017/20 and ties in with the current review of the Agile Working Policy by HR; there are no ongoing costs associated with this investment.

6.0 Operational Performance

- 6.1 Despite ongoing resource pressures, the ICT Service has 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 has had a difficult quarter in terms of Service Delivery resulting from additional resource requirements from the School refurbishment programme, the PC Refresh programme and additional PEF procurement. As shown in Appendix 3 recent improvements have resulted in meeting its Incident Response target for September. There remains a challenge to ensure that this is maintained in light of on-going and increasing resource pressures. Temporary additional resource has been approved by the CMT, funded by additional support fee income from Education Services and HSCP.

- 6.3 The Servicedesk strives 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.

- 6.4 A project to improve and expand Wi-Fi provision with the schools estate was agreed at Education and Communities Committee and has now been completed. ICT implemented phase 1 of the project, replacing, upgrading and expanding wireless infrastructure in 8 schools during the summer break. The project was delivered on time and under budget.

7.0 Business Information and Channel Shift Statistics

- 7.1 Development of 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 were a key action from the Digital Strategy.

- 7.2 ICT has been working with Services to identify the range and type of statistics that may be useful in planning and performance management. An initial dashboard, detailing a set of reports detailing Channel Shift delivery has been developed. A snapshot for July 18 is included in Appendix 3.

- 7.3 A series of reports highlighting numbers and types and calls received for services by the Customer Service Centre has been developed and reporting on progress will be included within this report cycle as the reports are developed.

- 7.4 Telephone interactions remain by far the largest channel used by customers to request services and information, followed by face-to-face interactions in the CSC. With the planned introduction of additional online channels, it is anticipated that the percentage should begin to

migrate towards online activities over time.

8.0 IMPLICATIONS

8.1 Finance

Financial Implications:

It is proposed to split the funding with £20k from the AMP earmarked reserve and the balance from Modernisation Capital.

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Modernisation Capital	Wi-Fi	2018/19	41		There are no on going revenue costs associated with this investment.
AMP EMR		2018/19	20		

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 legal implications arising from this report.

8.3 Human Resources

HR implications are highlighted within the body of the report

8.4 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.

8.5 Repopulation

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

9.0 CONSULTATIONS

9.1 There have been no consultations required for this report

10.0 BACKGROUND PAPERS

10.1 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	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 Now Mar 19	ICT Service Manager	Business case approved March 2018 and implementation is under way. Core system upgrade applied.	Project timeline agreed. Slight Slippage identified.
			Allow Council Tax administration via the Council website - Business case for implementation has been agreed.	Jan 19	Revenues & Customer Services Manager	Implementation complete – currently undergoing QA testing by service.	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 and Citizens Panel 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.		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 completed. Review of findings being undertaken.	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	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. No new opportunities currently identified by Services	Complete
			Review physical infrastructure – building layouts.		Corporate Director ERR	Review of recently refurbished buildings part of Directorate Change Board. Finance and Planning accommodation currently under review	Ongoing
			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	Complete
	Review home and Mobile working Policies	OD&HR to review policies a practices. Improved productivity and employer satisfaction	Identify opportunities with ECMT	August 2018 Now Dec18	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. Draft Policy completed and is being reviewed.	Ongoing Slippage identified
	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 1st reports in Appendix 3	On Target

Action		Success Criteria	Implementation	Target Date	Responsible Officer	Update	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 complete. Initial discussions regarding potential UFIS/Uniform integration with Kana No requests currently from Services.	Complete
	Consolidate and improve ICT offering in Community Facilities	Reduce Digital Exclusion	Identify key access hubs & refresh equipment/improve digital access.	Dec 2018	Head of Inclusive Education & Culture ICT Service Manager	Audit of current estate (including partners) completed. Awaiting decisions on future of hubs before budget is identified.	Ongoing

Appendix 2 – ICT Strategy Action Plan Update

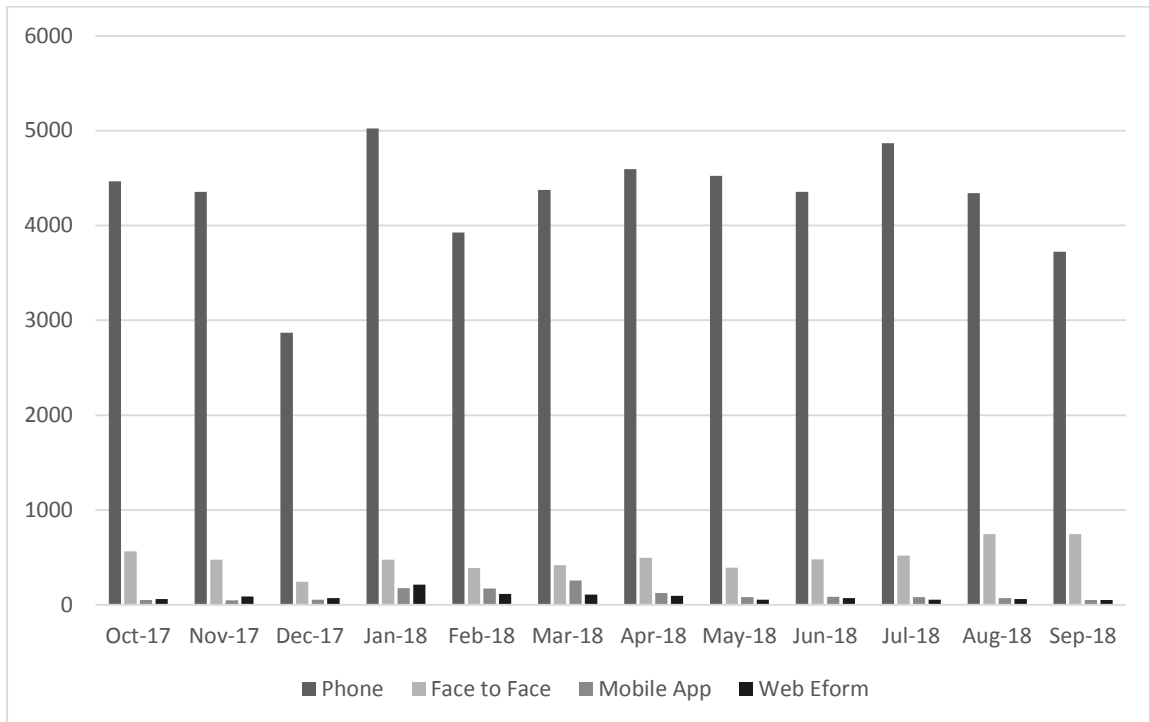
Action		Milestones	Success Criteria	Target Date	Update	Status
Service Provision	Continuous Improvement	Review and publish updated SLA Targets	New SLAs agreed and then met.	From June 2017	Updated stage 1 targets incorporated from April 2018	Complete
	Working With Services	Regular engagement with key Services 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	Complete
	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	IT Health Check completed (see separate report to Committee)	Complete for 2018

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>Now Dec 19</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>Seeking to extend current arrangement to 2022 and review options late 2019</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.	Complete
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

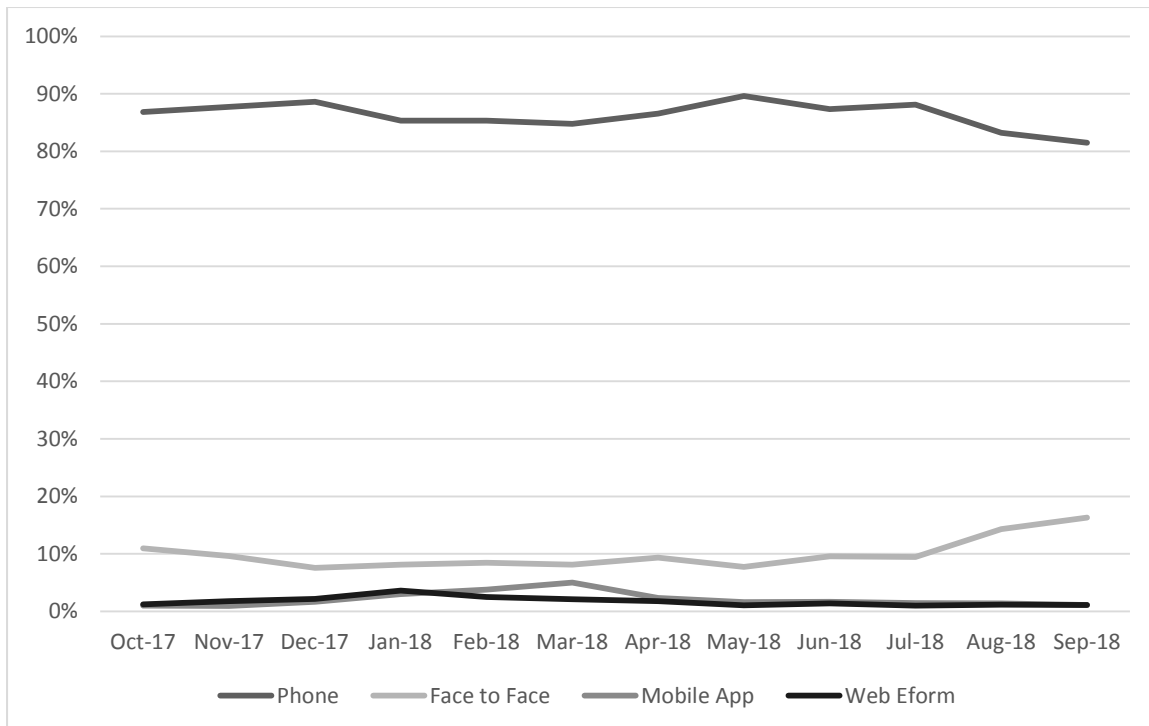
Appendix 3 – Performance Statistics

Section 1 – Channel Shift

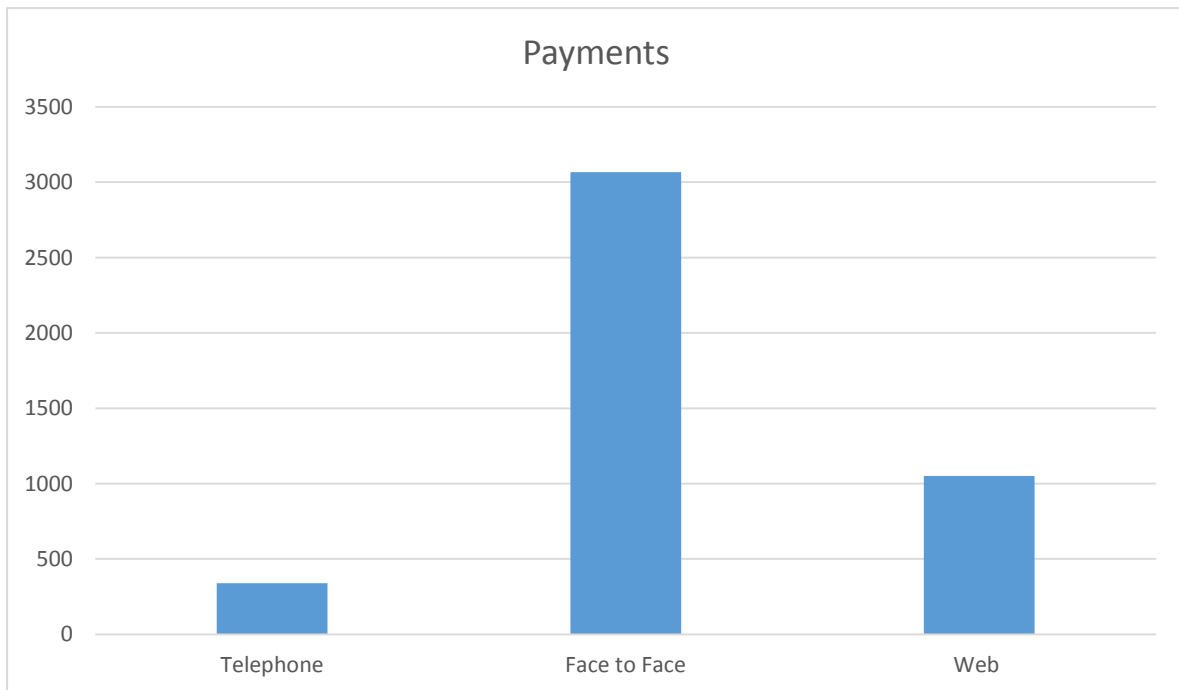
1.1 Total Number of Requests by Channel



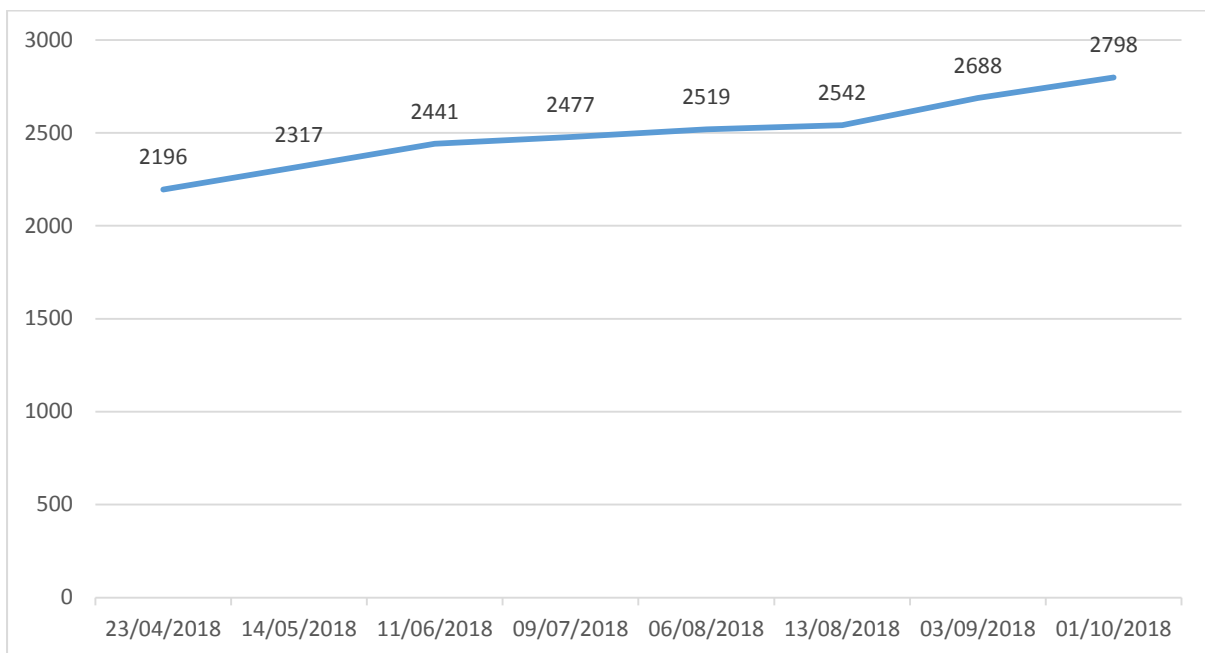
1.2 Percentage of Requests by Channel – Trend



1.3 Payment Types at CSC – 1st to 31st July 2018 Snapshot

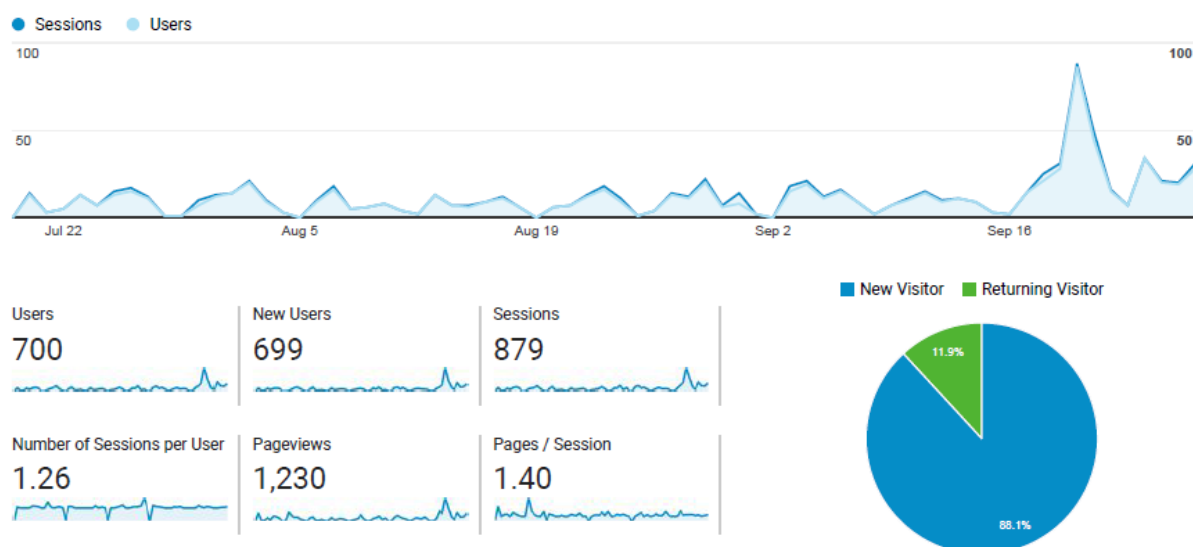


1.4 Inverclyde My Accounts



Currently ParentPay is the only requirement for MyAccount presently, online Council Tax, the Civic eStore and Customer service accounts will be reported as accounts are created.

1.5 MyInverclyde Noticeboard Visitor Statistics



1.6 – Online Planning and building Standards

2018/2019 Quarter 1 (1st April 2018 – 30th June 2018)

Building Warrant Applications (Inc. Building Warrant, Amendment, Stage)

ALL	ONLINE	PAPER	%
139	116	23	83.5%

Completions (Inc. Completion, Temporary, Late Completion)

ALL	ONLINE	PAPER	%
285	33	252	11.6%

**Low percentage of online completion applications is due to running both paper and online systems. We continue to accept paper completion applications only when the original application was submitted in paper form - we expect this number to reduce gradually.*

Planning

2018/2019 Quarter 1 (1st April 2018 – 30th June 2018)

Planning Applications (Inc. Planning Application, Listed Building, Prior Approval, Advert, Tree Works, Cert of Lawful Development)

ALL	ONLINE	PAPER	%
123	106	17	86.2%

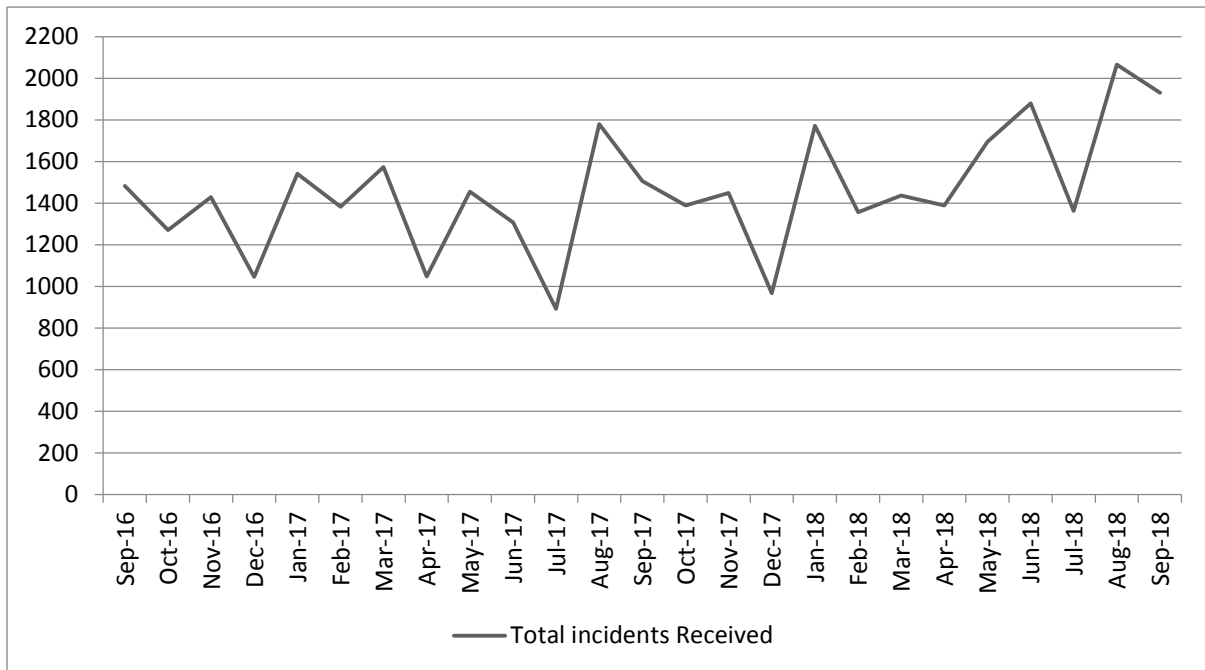
Planning Appeals

ALL	ONLINE	PAPER	%
0	0	0	0%

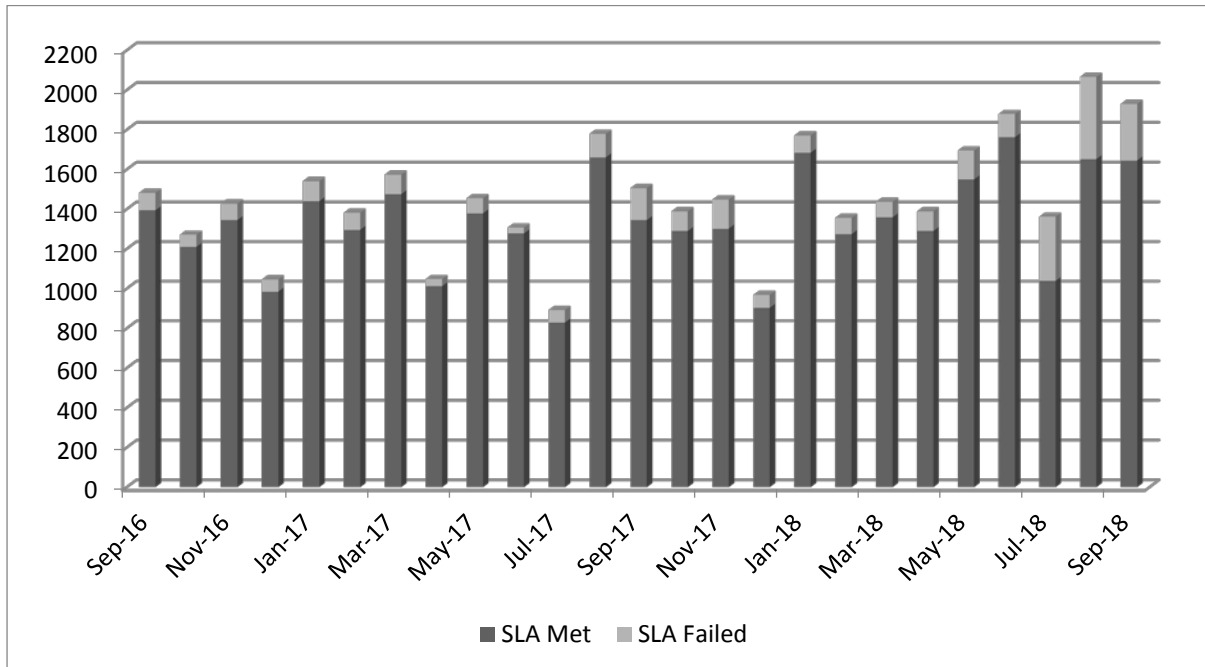
Section 2 - Servicedesk

2.1 Incidents

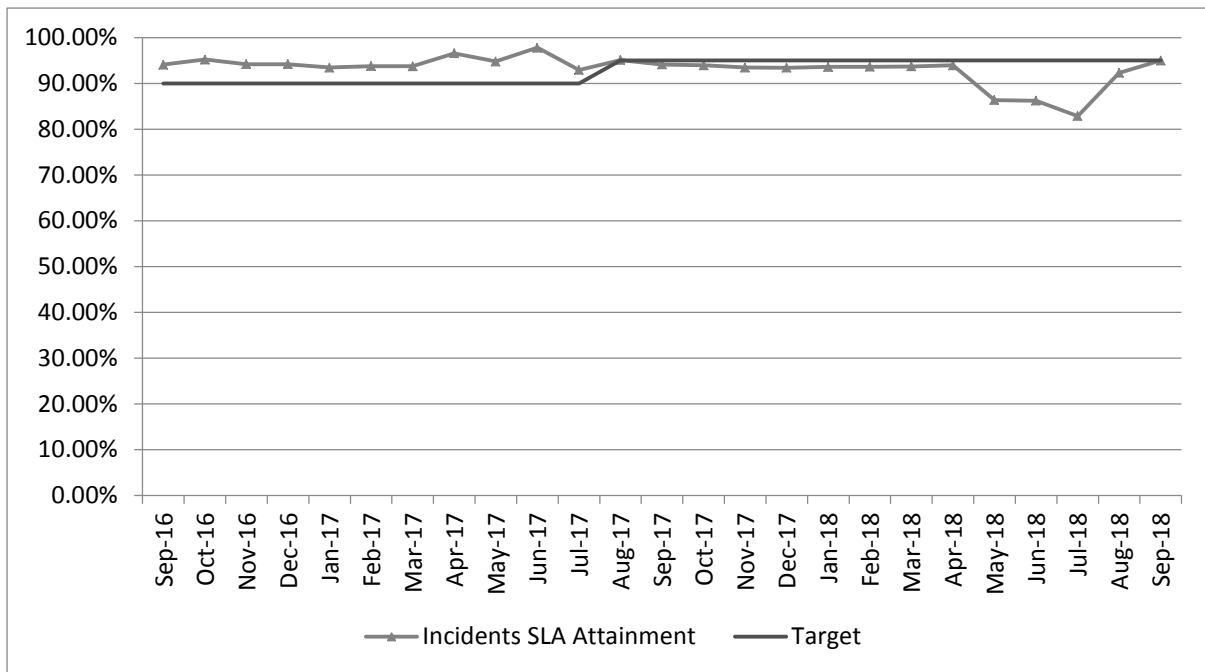
Incidents Received



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

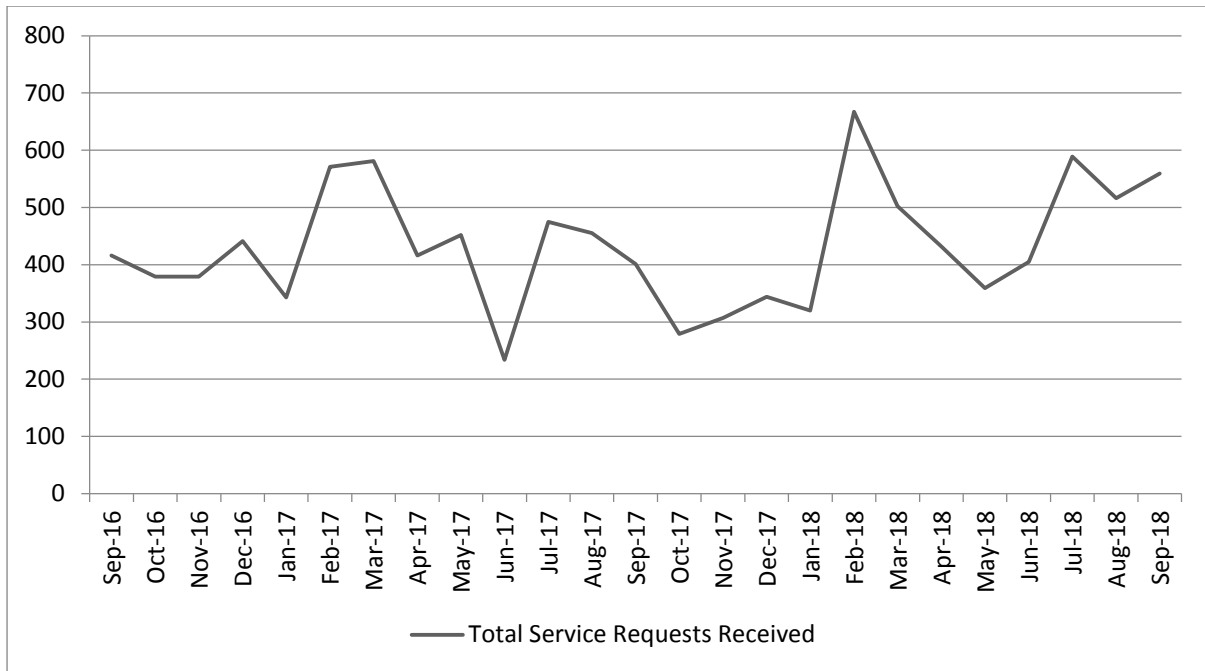
Priority	Target Resolution Time
Critical	4 hours
High	7 hours
Normal	21 hours
Low	35 hours
Long Term	No target

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

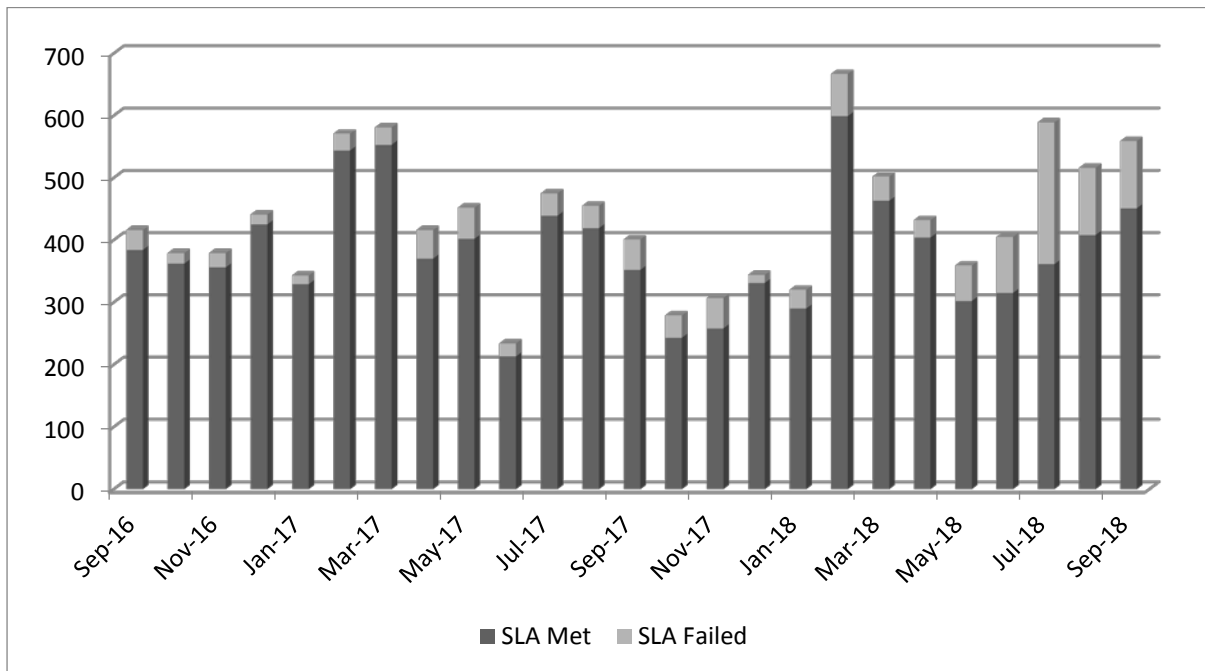
A typical Service request is unlocking a user account or password, software errors, PC faults, PDA, whiteboard and projector issues.

2.2 - Service Requests

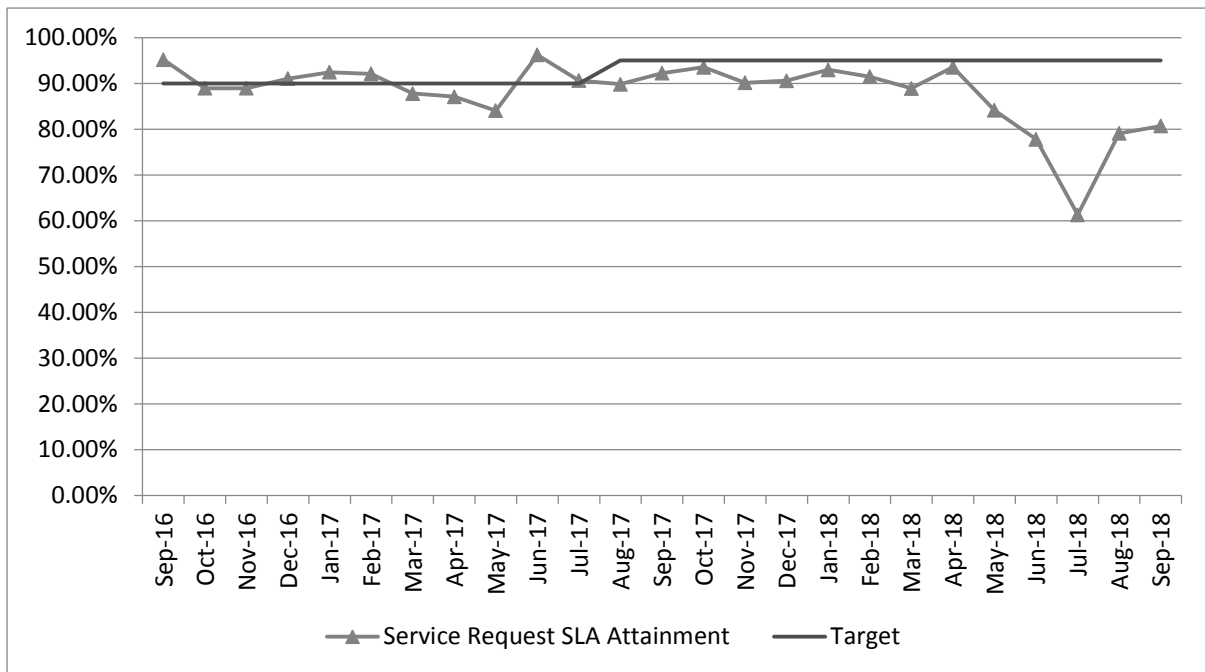
2.2.1 - Service Requests Received



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.

Report To:	Policy & Resources Committee	Date:	13 November, 2018
Report By:	Chief Financial Officer	Report No:	FIN/105/18/AP/CM
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	Governance of External Organisations – Annual Update		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the annual update in respect of the governance of external organisations.

2.0 SUMMARY

- 2.1 In May 2011, the Council approved a risk based approach to the governance of those external organisations with whom the Council had a significant financial relationship. The Accounts Commission has published reports which highlight good practice and governance when delivering services through Arm's Length External Organisations
- 2.2 As part of the Council's approved framework, reports for relevant organisations are presented to the relevant Service Committee throughout the year giving updates and assurances in terms of performance and governance whilst an annual report is presented to the Policy & Resources Committee summarising progress and highlighting any areas where the agreed governance actions have not been delivered.
- 2.3 Overall, the Council's approach to the governance of external organisations is operating well with regular detailed reports going to the Health & Social Care Committee combining both qualitative and governance issues, whilst reports are presented to the Education & Communities and Environment & Regeneration Committees. The annual review has highlighted a number of cases within the HSCP where governance meetings have not taken place in the frequencies required by the Governance Framework or where up to date financial information has not been received. These will be picked up by the next Committee cycle. These are shaded in Appendix 1.
- 2.4 Additionally this year there are a small number of organisations which have ceased trading or which did not transact with the Council and hence the governance meetings were not required. These are also shaded.
- 2.5 The matrix used to appraise the level of governance required is in Appendix 2 and has been reviewed by the CMT. The list of external organisations that it is proposed will form part of this framework for 2018/19 are shown in Appendix 3. Based on last year's expenditure, over £40 million was allocated to/spent with these organisations in 2017/18.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the last 12 months performance in respect of the governance of external organisations as shown in Appendix 1 and that any outstanding issues will be addressed by the next cycle of Committees.

3.2 It is recommended that the Committee approves the list of external organisations that will form part of this framework for the period October 2018 – September 2019 as shown in Appendix 3.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 In May 2011, the Committee approved a framework for monitoring the governance of key external organisations with whom the Council has a significant financial relationship.
- 4.2 The purpose of this framework was to provide a formal mechanism for feeding back to the relevant Committee on the organisations performance and to highlight any issues in respect of governance, financial stability or overall performance. This approach was recognised by the Council's External Auditors at the time as being an example of good practice.
- 4.3 In June 2011 the Accounts Commission published a report on Arm's Length External Organisations (ALEOs) as part of their series of improvement reports for Councillors and Officers. During 2013/14, the Council's External Auditors carried out a targeted audit on how the Council has responded to this national performance report which was a positive report. An updated report from the Accounts Commission on ALEOs was considered by the Policy & Resources Committee in September 2018 and one specific action was approved.
- 4.4 Enhancements to the governance process were made in 2014. Reports presented to the relevant Service Committee giving updates on Riverside Inverclyde and Inverclyde Leisure are now clear about the reasons for using these ALEOs. Service risk reporting now take into account more than just financial risk and thought is given to contingency planning in the event of an organisation failing.
- 4.5 The Corporate Management Team recognise that as resources become more scarce, it is even more important that officers monitor those organisations which are reliant on Council funding and which provide vital services to the Council.

5.0 CURRENT POSITION

- 5.1 Appendix 1 shows the position of the 2017/18 organisations from where it can be seen that for the majority, the framework has been fully delivered. There are however a number of instances within the HSCP where officers have not managed to fully adhere to the number of meetings required. This will be addressed during the next Committee cycle. There are also a number of cases where the most recent financial information has not been provided. Officers will continue to press to get this information. Both these circumstances are highlighted by shading in Appendix 1.
- 5.2 Additionally this year there are a small number of organisations which have ceased trading or which did not transact with the Council and hence the governance meetings were not required.
- 5.3 The process continues to have a positive impact on the relationship between organisations and the Council and in particular strengthening the relationships between Care Providers and the Council. This will further support the alternative delivery models available to the community and the Health and Social Care Partnership (HSCP).
- 5.4 It is proposed to increase the lower threshold from £24,999 to £30,000 to reflect the increasing numbers of organisations which form part of the Framework and the available officer capacity. However, where officers become aware of potential problems with an organisation, appropriate governance oversight and support will take place irrespective of the increase in threshold. Appendix 3 lists those organisations proposed for inclusion in 2018/19.
- 5.5 As the Council's service delivery landscape becomes more complex, the need for sound governance processes to manage quality and monitor signs of potential financial stress becomes more important and this was also picked up as part of the recent Best Value Audit. It is clear that a number of organisations are finding the current financial environment challenging and officers will continue to positively support organisations where financial difficulties become apparent.

6.0 CONCLUSIONS

- 6.1 The Council's approach to the governance of external organisations is working well and has resulted in strengthening relationships with organisations and the Council. After seven years, the process has matured in all areas of the Council and the Corporate Management Team is keeping an overview of compliance with the framework.
- 6.2 The Chief Financial Officer will continue to co-ordinate the monitoring of overall performance and report to Committee on an annual basis.

7.0 IMPLICATIONS

7.1 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 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 equalities implications arising from this report.

7.5 **Repopulation**

Whilst there are no direct impacts in respect of repopulation, the Council's approach to the governance of external organisations should provide early warnings of problems within organisations and therefore provide greater stability to these organisations with a resultant impact on job security.

8.0 CONSULTATION

- 8.1 The report has been approved by the Corporate Management Team.

9.0 BACKGROUND PAPERS

- 9.1 None

Supplier /Provider	Payments	Service	Last or Planned Governance Monitoring Date	Date Reported to Committee	Nature of Payment	Total Score	Comments
1 RIVERSIDE INVERCLYDE	£2,142,838.85	E&R	Sep-18	Nov-18	Grant with SLA	26	External review to report to November E&R Cttee
2 INVERCLYDE CARERS CENTRE LTD	£276,280.00	HSCP	14/06/2018	Oct-18	Grant - no SLA	26	
3 ICDT LTD	£2,997,859.32	E&R	Aug-18	Mar-18	Tendered	24	
4 INVERCLYDE LEISURE	£1,999,166.92	E&C	Sep-18	Jan-18	Grant with SLA	24	
5 BALCLUTHA COURT	£1,600,404.40	HSCP	26/09/2018	Oct-18	Commissioned no tender	24	
6 CARE CONCERN LIMITED	£1,093,938.53	HSCP	09/05/2018	Oct-18	Commissioned no tender	24	Accounts to Dec 2017 due November 2018
7 ALT-NA-CRAIG LIMITED	£894,479.27	HSCP	Oct 18	Oct-18	Commissioned no tender	24	
8 THE BEACON	£442,452.84	E&C	Sep-18	Jan-18	Grant with SLA	24	
9 EVERGREEN HOME SUPPORT	£361,123.26	HSCP	08/10/2018	Oct-18	Tendered	24	
10 MUIRSHIEL CENTRE	£285,718.58	HSCP	01/11/2018	Oct-18	Tendered	24	
11 YOUTH CONNECTIONS	£145,806.03	E&C	Jun-18	Jan-18	Grant - no SLA	24	
12 CRAIGEND RESOURCE CENTRE	£133,390.81	E&C	Sep-18	Jan-18	Grant - no SLA	24	
13 PARKLEA BRANCHING OUT	£132,625.05	HSCP	22/11/2018	Oct-18	Commissioned no tender	24	
14 INVERCLYDE COUNCIL ON DISABILITY	£106,682.71	HSCP	No longer exists	No longer exists	Grant - no SLA	24	
15 BRANCHTON COMMUNITY CENTRE	£90,050.69	E&C	Sep-18	Jan-18	Grant - no SLA	24	
16 Port Glasgow Voluntary Transport	£83,050.57	HSCP	23/10/2018	Oct-18	Commissioned no tender	24	
17 GIBSHILL COMMUNITY CENTRE	£33,126.00	E&C	Jun-18	Jan-18	Grant - no SLA	24	
18 KEY HOUSING ASSOCIATION LTD	£1,269,049.40	HSCP	01/08/2018	Oct-18	Commissioned no tender	22	
19 SIR GABRIEL WOOD'S MARINERS HOME	£588,501.96	HSCP	15/09/2018	Oct-18	Commissioned no tender	22	Accounts to Dec 2017 due November 2018
20 IVCSS	£121,096.40	HSCP	Nov-18	Oct-18	Commissioned no tender	22	
21 CIRCLES NETWORK	£108,342.00	HSCP	29/10/2018	Oct-18	Commissioned no tender	22	
22 KNCC	£73,343.00	E&C	Planned Oct 18	Jan-18	Grant - no SLA	22	
23 RIVER CLYDE HOMES	£1,590,916.58	E&C/HSCP	16/05/2018	Apr-18	Grant with SLA	20	
24 INVERCLYDE ASS FOR MENTAL HEALTH	£487,420.95	HSCP	18/10/2018	Oct-18	Commissioned no tender	20	
25 YOUR VOICE	£172,719.25	HSCP	Various since Feb 18	Oct-18	Commissioned no tender	20	
26 INVERKIP COMMUNITY INITIATIVE	£38,878.33	E&C	Sep-18	Jan-18	Commissioned no tender	20	
27 FLAGSHIP TOWER (GREENOCK) LIMITED	£1,810,051.87	HSCP	05/02/2018	Oct-18	Commissioned no tender	18	
28 KINCAID HOUSE	£1,765,136.34	HSCP	22/02/2018	Oct-18	Commissioned no tender	18	
29 DANSHELL CARE HOMES	£1,364,691.71	HSCP	23/10/2018		Commissioned no tender	18	Accounts to Dec 2017 due November 2018. Out of area placement.
30 HC ONE LIMITED	£1,146,439.20	HSCP	10/05/2018	Oct-18	Commissioned no tender	18	
31 GREENOCK MEDICAL AID SOCIETY	£1,045,009.42	HSCP	29/03/2018	Oct-18	Commissioned no tender	18	
32 BARNARDOS	£834,055.48	HSCP	13/03/2018	Oct-18	Commissioned no tender	18	
33 MEALLMORE LODGE LIMITED	£793,433.88	HSCP	22/02/2018	Oct-18	Commissioned no tender	18	
34 IN-WORK LTD	£602,052.08	HSCP	17/04/2018	Oct-18	Commissioned no tender	18	
35 MARGARET BLACKWOOD HOUSING ASS	£599,453.28	HSCP	23/03/2018	Oct-18	Commissioned no tender	18	
36 CORA FOUNDATION	£543,789.44	HSCP	10/01/2018	Oct-18	Commissioned no tender	18	
37 LITTLE SISTERS OF THE POOR	£490,732.36	HSCP	20/12/2017	Oct-18	Commissioned no tender	18	
38 KIBBLE EDUCATION AND CARE CENTRE	£313,831.00	HSCP	14/12/2017	Oct-18	Commissioned no tender	18	
39 CLOCH HOUSING ASSOCIATION LTD	£292,940.74	E&C	Omitted from Governance process in error.	Jan-18	Tendered	18	Officers will reinstate meetings if the organisation is on the Governance list for 2018/19
40 SCOTTISH MASONIC HOMES LIMITED	£266,352.36	HSCP	24/01/2018	Oct-18	Commissioned no tender	18	
41 ACTION FOR CHILDREN	£263,210.00	HSCP	No longer funded	No longer funded	Commissioned no tender	18	No payments made 2017/18
42 CONFIDENT CARE LTD	£242,825.16	HSCP	26/03/2018	Oct-18	Tendered	18	
43 STEPWELL CONSULTANCY LIMITED	£160,278.95	E&R	Jun-18	Mar-18	Tendered	18	
44 BELLEAIRE HOUSE	£150,296.85	HSCP	22/02/2018	Oct-18	Commissioned no tender	18	
45 TRUST HOUSING ASSOCIATION LTD	£67,141.02	HSCP	03/05/2018	Oct-18	Commissioned no tender	18	
46 OAK TREE HOUSING ASSOCIATION	£64,569.30	HSCP	Should be excluded		No contract	18	Relates to rent etc.

47	ANGEL CARE SERVICES SCOTLAND LTD	£43,433.93	HSCP	01/05/2018	Oct-18	Tendered	18	
48	QUARRIERS	£3,123,854.46	HSCP	09/05/2018	Oct-18	Tendered	16	
49	TURNING POINT SCOTLAND	£1,821,614.83	HSCP	08/02/2018	Oct-18	Tendered	16	
50	THE RICHMOND FELLOWSHIP SCTLND	£1,390,398.05	HSCP	23/11/2017	Oct-18	Tendered	16	
51	ALLIED HEALTHCARE GROUP LIMITED	£921,704.26	HSCP	23/03/2018	Oct-18	Tendered	16	Accounts to Dec 2017 due November 2018
52	KARMA HEALTHCARE	£889,265.30	HSCP	28/03/2018	Oct-18	Tendered	16	
53	SCOTT ASSOC FOR MENTAL HEALTH	£713,694.76	HSCP	14/05/2018	Oct-18	Tendered/Grant	16	
54	SPARK OF GENIUS	£448,875.42	HSCP	15/02/2018	Oct-18	Tendered	16	
55	WOODSIDE CARE	£220,794.81	HSCP	Sept 2018 (meeting on weekly basis)	Oct-18	Commissioned no tender	16	
56	CAPABILITY SCOTLAND	£202,948.96	HSCP	05/09/2017	Oct-18	Commissioned no tender	16	No response from company re next annual meeting
4	ERSKINE HOSPITAL	£189,725.70	HSCP	12/10/2018	Oct-18	Commissioned no tender	16	
58	INVERCLYDE WOMENS AID	£183,683.40	HSCP	03/05/2018	Oct-18	Commissioned no tender	16	
59	COTTAGE CARE SERVICES SCOTLAND LTD	£164,315.92	HSCP	18/01/2018	Oct-18	Commissioned no tender	16	
60	OCHIL TOWER SCHOOL	£158,244.00	HSCP	26/04/2018	Oct-18	Commissioned no tender	16	
61	STEP DOWN	£141,083.03	HSCP	Not being used since Nov 2016	Not being used since Nov 2016	Grant - no SLA	16	
62	CAREWATCH (INVER & NTH AYRSH)	£140,629.12	HSCP	28/03/2018	Oct-18	Tendered	16	
63	ENCHANTED FOREST NURSERY	£125,250.17	E&C	Jun-18	Jan-18	Commissioned no tender	16	
64	ENABLE SCOTLAND	£124,906.92	HSCP	23/04/2018	Oct-18	Grant - no SLA	16	
65	INVERCARE SERVICES LTD	£113,110.70	HSCP	04/06/2018	Oct-18	Commissioned no tender	16	
66	HANSEL ALLIANCE	£111,372.01	HSCP	01/08/2018	Oct-18	Commissioned no tender	16	
67	THE ABBEYFIELD STRATHGRYFFE SOC LTD	£108,677.21	HSCP	11/01/2018	Oct-18	Commissioned no tender	16	
68	WHO CARES (SCOTLAND)	£91,109.00	HSCP	Dec-18	Oct-18	Commissioned no tender	16	
69	INVERCLYDE ADVICE & EMPLOYMENT RIGHTS	£85,166.64	E&R	Jul-18	Mar-18	Commissioned no tender	16	
70	THE SALVATION ARMY	£80,642.44	HSCP	26/03/2018	Oct-18	Tendered	16	
71	PACIFIC CARE	£76,027.70	HSCP	29/10/2018	Oct-18	Commissioned no tender	16	Out of area placement.
72	ABERLOUR CHILD CARE TRUST	£75,591.50	HSCP	01/05/2017 (not being used)	Not being used	Commissioned no tender	16	
73	MOVING ON (INVERCLYDE)	£71,250.00	HSCP	Omitted from Governance process in error. Meetings currently being scheduled and Committee report to be amended to incorporate organisation.		Commissioned no tender	16	
74	BIELD HOUSING ASSOCIATION	£60,686.55	HSCP	20/09/17 (No longer contracts with HSCP)	No longer contracts with HSCP	Commissioned no tender	16	
75	BERTINALEY CARE LIMITED	£56,579.60	HSCP	Care home now in administration	Oct-18	Commissioned no tender	16	Accounts to Dec 2017 due November 2018
76	CVS INVERCLYDE	£54,775.00	HSCP	Omitted from Governance process in error. Meetings currently being scheduled and Committee report to be amended to incorporate organisation.		Grant - no SLA	16	
77	LIVING AMBITIONS	£54,504.80	HSCP	01/05/2018 (not being used)	Not being used	Commissioned no tender	16	
78	ABBNEYFIELD SCOTLAND LIMITED	£39,852.42	HSCP	27/04/2018	Oct-18	Commissioned no tender	16	
79	MCFARLANE HOMES	£32,456.56	HSCP	Nov-18	Oct-18	Commissioned no tender	16	Out of area placement.
80	FOSTER CARE CONNECT	£31,429.75	HSCP	Oct-18	Oct-18	Grant - no SLA	16	Out of area placement.
81	FOUR SEASONS HEALTHCARE	£31,245.18	HSCP	12/10/2018	Oct-18	Commissioned no tender	16	Accounts to Dec 2017 due November 2018
82	LANCEFIELD CARE HOME	£30,002.08	HSCP	12/10/2018	Oct-18	Commissioned no tender	16	
83	HARVEYS HEALTHCARE LIMITED	£29,628.70	HSCP	No longer used	No longer used	Commissioned no tender	16	

External Organisations Governance

Matrix

1/	<u>Annual Payment to the Organisation (Ex-Vat)</u>	<u>Points</u>
	Payment over £250,000	6
	Payment £50,000 to £250,000	4
	Payment £30,000 to £49,999	2
	Payment £29,999 and below	Exclude
2/	<u>Proportion of turnover funded by Council</u>	<u>Points</u>
	51% to 100%	8
	26% to 50%	6
	10% to 25%	4
	Below 10%	2
3/	<u>Nature of Payment to Organisation</u>	<u>Points</u>
	Grant – No SLA	8
	Grant – With SLA	6
	Commissioned – No Tender	6
	Tendered	4
4/	<u>Council Representation at Meetings</u>	<u>Points</u>
	Member on Board	6
	No Council Presence	4
	Officer's attendance allowed	2

Governance Oversight

Points

22 plus

- a) Annual Accounts received by Service and reviewed by Finance.
- b) Briefing prepared where appropriate for Council Board Member in advance of any Board Meetings.
- c) Minutes circulated by attendee to Corporate Director, Head of Service, Finance and Procurement.
- d) Half yearly documented Governance meetings with organisations.
- e) Annual Committee report covering performance and quality issues.
- f) The Council identify, review and monitor specific governance, finance and performance indicators which will give early warning of any potential problems and acts accordingly.
- g) Evidence that risks associated with these organisations are considered as part of the Service/Directorate risk register.
- h) Contingency Plans are in place within the service to ensure continuity of service delivery if the agreement ends.
- i) Where services are delivered through ALEOs, the Council has well-developed and sound based strategy for the delivery of services which is linked to the wider Council's strategic objective and priorities

20 - 16

- a) As above
- b) Optional
- c) Optional
- d) Annual documented Governance meetings
- e) As above
- f) As above
- g) Optional
- h) As above
- i) Not Applicable

Under 16

- a) No action

Note: 1. The above are the minimum requirements however Services may decide on more frequent meetings / reporting based on specific risks / intelligence.

	Supplier / Provider	Payments	Service	Payment Points	Proportion of Turnover	Nature of Payments	Nature of Payments score	Council Representation at Meetings	Total
1	RIVERSIDE INVERCLYDE	£901,749.13	E&R	6	6	Grant with SLA	6	6	24
2	ICDT LTD	£3,828,495.75	E&R	6	8	Tendered	4	6	24
3	CRAIGEND RESOURCE CENTRE	£136,982.37	E&C	4	8	Grant - no SLA	8	4	24
4	EVERGREEN HOME SUPPORT	£366,633.99	HSCP	6	8	Tendered	4	6	24
5	GIBSHILL COMMUNITY CENTRE	£30,328.00	E&C	2	8	Grant - no SLA	8	6	24
6	BALCLUTHA COURT	£1,742,360.70	HSCP	6	8	Commissioned no tender	6	4	24
7	INVERCLYDE LEISURE	£1,655,819.73	E&C	6	6	Commissioned no tender	6	6	24
8	KEY HOUSING ASSOCIATION LTD	£1,417,028.83	HSCP	6	8	Commissioned no tender	6	4	24
9	ALT-NA-CRAIG LIMITED	£930,044.36	HSCP	6	8	Commissioned no tender	6	4	24
10	CARE CONCERN LIMITED	£822,797.02	HSCP	6	8	Commissioned no tender	6	4	24
11	MUIRSHIEL CENTRE	£274,367.19	HSCP	6	8	Tendered	4	6	24
12	INVERCLYDE CARERS CENTRE LTD	£225,280.00	HSCP	4	8	Grant no SLA	8	4	24
13	PARKLEA BRANCHING OUT	£164,049.76	HSCP	4	8	Commissioned no tender	6	6	24
14	YOUTH CONNECTIONS	£126,012.00	E&C	4	8	Grant no SLA	8	4	24
15	BRANCHTON COMMUNITY CENTRE	£99,844.00	E&C	4	8	Grant no SLA	8	4	24
16	SIR GABRIEL WOOD'S MARINERS HOME	£511,950.08	HSCP	6	6	Commissioned no tender	6	6	24
17	THE BEACON	£254,466.21	E&C	6	6	Commissioned no tender	6	4	22
18	YOUR VOICE	£214,599.92	HSCP	4	8	Commissioned no tender	6	4	22
19	KNCC	£78,375.00	E&C	4	4	Grant no SLA	8	6	22
20	INVERKIP COMMUNITY INITIATIVE	£50,820.85	E&C	4	8	Commissioned no tender	6	4	22
21	RIVER CLYDE HOMES	£754,321.00	E&C/HSCP	6	2	Grant with SLA	6	6	20
22	CIRCLES NETWORK	£108,342.00	HSCP	4	8	Tendered	4	4	18
23	TRUST HOUSING ASSOCIATION LIMITED	£270,997.83	HSCP	6	2	Commissioned no tender	6	4	18
24	CORA FOUNDATION	£456,683.82	HSCP	6	2	Commissioned no tender	6	4	18
25	CONFIDENT CARE LTD	£260,738.18	HSCP	6	4	Tendered	4	4	18
26	CVS INVERCLYDE	£78,918.98	HSCP	4	2	Grant - no SLA	8	4	18
27	ANGEL CARE SERVICES SCOTLAND LTD	£62,533.36	HSCP	4	6	Tendered	4	4	18
28	FLAGSHIP TOWER (GREENOCK) LIMITED	£2,043,460.11	HSCP	6	2	Commissioned no tender	6	4	18
29	HC ONE LIMITED	£1,152,893.48	HSCP	6	2	Commissioned no tender	6	4	18
30	GREENOCK MEDICAL AID SOCIETY	£1,019,501.92	HSCP	6	2	Commissioned no tender	6	4	18
31	KINCAID HOUSE	£1,803,664.97	HSCP	6	2	Commissioned no tender	6	4	18
32	SILVERLINE CARE CALEDONIA LTD	£1,384,404.58	HSCP	6	2	Commissioned no tender	6	4	18
33	BARNARDOS	£1,144,179.87	HSCP	6	2	Commissioned no tender	6	4	18
34	MEALLMORE LODGE LIMITED	£962,762.10	HSCP	6	2	Commissioned no tender	6	4	18
35	IN-WORK LTD	£370,943.00	HSCP	6	2	Commissioned no tender	6	4	18
36	MARGARET BLACKWOOD HOUSING ASS	£546,126.20	HSCP	6	2	Commissioned no tender	6	4	18
37	INVERCLYDE ASS FOR MENTAL HEALTH	£465,498.01	HSCP	6	2	Tendered	4	6	18
38	LITTLE SISTERS OF THE POOR	£464,526.71	HSCP	6	2	Commissioned no tender	6	4	18
39	CAPABILITY SCOTLAND	£285,314.85	HSCP	6	2	Commissioned no tender	6	4	18
40	STEPWELL CONSULTANCY LIMITED	£204,882.00	E&R	4	6	Tendered	4	4	18
41	THE ABBEYFIELD STRATHGRYFFE SOC LTD	£84,038.90	HSCP	4	4	Commissioned no tender	6	4	18
42	MIND MOSAIC	£48,540.00	E&C	2	6	Commissioned no tender	6	4	18
43	INVERCARE SERVICES LTD	£285,491.94	HSCP	6	2	Commissioned no tender	4	4	16
44	GREENOCK MORTON COMMUNITY TRUST	£34,263.43	E&C	2	2	Grant - no SLA	8	4	16
45	QUARRIERS	£3,175,010.60	HSCP	6	2	Tendered	4	4	16
46	ALLIED HEALTHCARE GROUP LIMITED	£824,166.89	HSCP	6	2	Tendered	4	4	16
47	COTTAGE CARE SERVICES SCOTLAND LTD	£206,949.38	HSCP	4	4	Tendered	4	4	16
48	DANSHELL GROUP	£60,990.64	HSCP	4	2	Commissioned no tender	6	4	16

49	ERSKINE HOSPITAL	£186,040.25	HSCP	4	2	Commissioned no tender	6	4	16
50	FINANCIAL FITNESS	£44,010.00	HSCP	2	2	Grant - no SLA	8	4	16
51	ARDGOWAN HOSPICE	£31,952.64	HSCP	2	2	Grant - no SLA	8	4	16
52	TURNING POINT SCOTLAND	£2,280,889.68	HSCP	6	2	Tendered	4	4	16
53	THE RICHMOND FELLOWSHIP SCTLND	£1,861,216.78	HSCP	6	2	Tendered	4	4	16
54	KARMA HEALTHCARE	£1,466,229.25	HSCP	6	2	Tendered	4	4	16
55	SCOTT ASSOC FOR MENTAL HEALTH	£889,794.18	HSCP	6	2	Tendered	4	4	16
56	SPARK OF GENIUS	£465,175.98	HSCP	6	2	Commissioned no tender	4	4	16
57	SCOTTISH MASONIC HOMES LIMITED	£233,932.47	HSCP	4	2	Commissioned no tender	6	4	16
58	KIBBLE EDUCATION AND CARE CENTRE	£217,289.00	HSCP	4	2	Commissioned no tender	6	4	16
59	LINK GROUP	£200,000.00	HSCP	4	2	Commissioned no tender	6	4	16
60	WOODSIDE CARE	£185,789.18	HSCP	4	2	Commissioned no tender	6	4	16
61	OCHIL TOWER SCHOOL	£179,782.00	HSCP	4	2	Commissioned no tender	6	4	16
62	INVERCLYDE WOMENS AID	£167,701.93	HSCP	4	2	Commissioned no tender	6	4	16
63	ALZHEIMERS SCOTLAND	£295,812.00	HSCP	4	2	Commissioned no tender	6	4	16
64	CAREWATCH (INVER & NTH AYRSH)	£137,079.92	HSCP	4	4	Tendered	4	4	16
65	ENCHANTED FOREST NURSERY	£116,220.13	E&C	4	2	Commissioned no tender	6	4	16
66	BIELD HOUSING ASSOCIATION	£107,943.48	HSCP	4	2	Commissioned no tender	6	4	16
67	MOVING ON (INVERCLYDE)	£85,500.00	HSCP	4	2	Commissioned no tender	6	4	16
68	ABERLOUR CHILD CARE TRUST	£82,011.60	HSCP	4	2	Commissioned no tender	6	4	16
69	UNITY ENTERPRISE	£79,929.59	HSCP	4	2	Commissioned no tender	6	4	16
70	INVERCLYDE ADVICE & EMPLOYMENT RIGHTS	£64,083.30	E&R	4	2	Commissioned no tender	6	4	16
71	PACIFIC CARE	£61,289.57	HSCP	4	2	Commissioned no tender	6	4	16
		£42,581,003.99							

Report To: Policy and Resources Committee **Date:** 13 November 2018

Report By: Head of Organisational Development,
Policy and Communications **Report No:** PR/29/18/SMcN/KB

Contact Officer: Karen Barclay, Corporate Policy Officer **Contact No:** 01475 712065

Subject: Statutory and Key Performance Indicators Annual Report 2017/18

1.0 PURPOSE

1.1 The purpose of this report is to present to the Committee the Council's Statutory and Key Performance Indicators Annual Report 2017/18 which details progress made in the last year towards achievement of our performance indicator targets.

2.0 SUMMARY

2.1 The indicators in this report fulfil the requirement set out in the Audit Scotland Statutory Performance Indicators (SPIs) Direction 2015. The Direction specifies that the Council must report on how it performed in 2017/18 in two categories: SPI 1 – Achievement of Best Value; and SPI 2 – the Local Government Benchmarking Framework (LGBF).

2.2 Details of the LGBF 2017/18 will be published by the Improvement Service in January 2019, including the Council's ranking in comparison to the other Scottish local authorities. In the meantime, however, for completeness, the performance details submitted to the Improvement Service to allow them to compile the LGBF 2017/18 indicators are also included in this report. Full details of the Framework for 2017/18 will be reported to the Committee in Spring 2019.

2.3 The Appendix outlines how the Council performed across the indicators grouped under the headings of *Corporate Management* and *Service Performance*. The 2017/18 status of our performance indicators, together with the status for the previous two years, is:

APPENDIX

	green – good performance	amber – within tolerance	red – performance declined
2017/18	39 (56%)	20 (29%)	11 (16%)
2016/17	49 (66%)	15 (20%)	10 (14%)
2015/16	57 (61%)	19 (22%)	14 (17%).

2.4 The Appendix (starting on page 77) outlines the Council's performance regarding the LGBF indicators. The 2017/18 status of those performance indicators, together with the status for the previous two years, is:

green –
good performance
amber –
within tolerance
red –
performance declined

2017/18	9 (75%)	2 (17%)	1 (8%)
2016/17	9 (69%)	2 (15%)	2 (15%)
2015/16	10 (77%)	2 (15%)	1 (8%).

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

- a. notes the performance information outlined in this report;
- b. notes that a separate report will be prepared in 2019 when the 2017/18 LGBF indicators have been published and analysed and the Council's performance in relation to the other Scottish local authorities is known; and
- c. agrees that the appropriate information in the Appendix can be used to update the performance pages on the Council's website.

Steven McNab
Head of OD, Policy and Communications

4.0 BACKGROUND

4.1 Improving corporate and service performance is a key priority for Inverclyde Council. Information is provided to key stakeholders to allow them to evaluate and make informed judgements about performance and progress made towards the achievement of key outcomes. Performance indicators therefore provide an important measure of how Directorates contribute to the Council's strategic aims.

4.2 The Local Government in Scotland Act 2003 requires local authorities to publish annual performance information. The Council's Statutory and Key Performance Indicators Annual Report 2016/17 was submitted to the Policy and Resources Committee in November last year and fulfilled that requirement for 2016; this report will fulfil the requirement for 2017.

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4.3 As per Audit Scotland's SPIs Direction 2015, the Council must monitor and report its performance to the public on a range of indicators in the following categories:

- SPI 1 – Achievement of Best Value
- SPI 2 – the LGBF.

4.4 The main focus of this report is SPI 1, with the full detail of SPI 2 for 2017/18 reported to the Policy and Resources Committee once it has been published by the Improvement Service in January 2019. In the meantime, however, for ease of reference, the performance information submitted to the Improvement Service to allow them to calculate the LGBF 2017/18 indicators is included in the Appendix (starting on page 77).

4.5 The Council has an obligation under the SPIs Direction 2015 to provide the public with a rounded picture of our performance. Therefore, the information in the Appendix, once approved, will be published on the performance pages of the Council's website.

4.6 The performance indicators in the first part of the Appendix are arranged under the following headings:

Corporate Management

- Assets
- Employees
- Equalities and diversity
- Procurement
- Responsiveness to communities
- Revenues and service costs
- Sustainable development

Service Performance

- Benefits administration
- Child protection and children's social work
- Community care
- Criminal justice social work
- Cultural and community services
- Health and trading standards
- Homelessness
- Planning
- Protective services
- Education of children
- Waste management services.

4.7 The Appendix contains data for 2015/16, 2016/17 and 2017/18, together with target information and a commentary on the 2017/18 performance from the appropriate Council Service. The figures in the Appendix were in the main extracted from the Council's electronic performance management system *Inverclyde Performs*. Using a balanced scorecard approach, the system allocates the performance of each indicator a status:

green –
good performance

amber –
within tolerance

red –
performance declined.

- 4.8 Each indicator has two set values, a target and an alarm. It should be noted, however, that the targets are not definitive targets as such: the target is the point where the status turns green for good performance and the alarm point is where it turns red for what is considered a declined performance. Anything in between these two points is designated as amber (within tolerance).

5.0 INDICATORS – 2017/18 POSITION

- 5.1 The first part of the Appendix outlines how the Council performed across the indicators grouped under the headings of *Corporate Management* and *Service Performance*. The 2017/18 status of these performance measures, together with the status for the previous two years, is:

	green – performance improved %	amber – within tolerance %	red – performance declined %
2017/18	56	29	16
2016/17	66	20	14
2015/16	61	22	17.

- 5.2 A total of 70 indicators are included in this report under SPI 1. As outlined in the following table, in 2017/18, while the number of indicators with green status reduced by 10 from the previous reporting year, there were small increases in the number of indicators with amber and red status:

	green – good performance	amber – within tolerance	red – performance declined
2017/18	39	20	11
2016/17	49	15	10
2015/16	57	19	14.

These figures exclude measures which have no targets, where information is not available, as well as those which were discontinued in 2017/18.

- 5.3 Due to the nature of the service provided, it would not be appropriate to set targets for a number of indicators, for example, those around child protection. However, full details of these measures, including commentaries from the appropriate Council Service, are included in the Appendix.
- 5.4 The Appendix (starting on page 77) outlines the Council's performance regarding the LGBF indicators. The 2017/18 status of the LGBF indicators, together with the status for the previous two years, is:

	green – performance improved %	amber – within tolerance %	red – performance declined %
2017/18	75	17	8
2016/17	69	15	15

- 5.5 A total of 12 LGBF indicators are included in this report. As outlined in the following table, in 2017/18, the number of indicators with green status and with amber status is unchanged from the previous reporting year while the number of measures with red status decreased by one:

	green – good performance	amber – within tolerance	red – performance declined
2017/18	9	2	1
2016/17	9	2	2
2015/16	10	2	1.

- 5.6 It should be noted that the LGBF performance information is submitted to the Improvement Service to allow them to compile the LGBF indicators; these details are therefore included in this report only for ease of reference.

6.0 2017/18 PERFORMANCE INDICATORS OVERVIEW

- 6.1 The first part of the Appendix outlines the Council's performance regarding the indicators included under SPI 1.

- 6.2 The following three indicators achieved or maintained maximum performance:

SPI 021K Abandoned vehicles: % of vehicles uplifted within 14 days

SPI 057k % Criminal justice social work reports submitted to the courts by the due date

SPI 067aK Roads: customer satisfaction surveys completed.

- 6.3 More than half (56%) of our indicators had green status in 2017/18. Examples of these indicators are listed below, together with a summarised commentary from the appropriate Council Service:

- **SPI 002aK: Community safety: % of residents satisfied or very satisfied with their neighbourhood as a place to live**

It is encouraging to note that the percentage of residents satisfied with their neighbourhood as a place rose by 5% to 86% between 2016 and 2018.

- **SPI 008K: Collection of sundry debtors accounts: % proportion of outstanding debt that is more than 90 days old from date of invoice as at 31 March**

We have seen a year-on-year improvement in the proportion of outstanding debt that is more than 90 days old from the date of invoice as at 31 March.

- **SPI 023K: Reduction in the Council's carbon emissions in CO₂ tonnes**

Between 2016/17 and 2017/18, the Council's carbon emissions decreased by 1,622 CO₂ tonnes or 6.075%.

- **SPI 028bK: Speed of Benefits processing: average number of days per case to process Housing Benefit/Council Tax Benefit reduction claim change of circumstances**

The speed of processing Housing Benefit/Council Tax Benefit reduction claim changes of circumstances decreased by 0.7 days which means that performance of this measure was comfortably below target in 2017/18.

- **SPI 065bK: Pest control – service requests - % attended within 5 working days**

The performance of this indicator improved between 2016/17 and 2017/18 which makes it very high and well above target.

- **ERR CDIP KPI 134: % of householder planning applications decided in under two months**

The increase of 1.4% in the number of householder applications that were decided in under two months meant that the target was exceeded in 2017/18.

SPI 067cK: Roads - % of footways reconstructed/resurfaced

We saw an increase (of 1.4%) in the percentage of footways that we reconstructed/resurfaced in the last year; this means that the performance of this measure is well above target as a result of the completion of the Roads Asset Management Programme on footways.

- **Attainment – S5 Pupils**

Between 2016/17 and 2017/18, there was an improvement with all the indicators used to measure the attainment of our S5 pupils.

6.4 Eleven (16%) of our indicators had red status in 2017/18. Examples of these measures are listed below, together with a summarised commentary from the appropriate Council Service:

- **SPI 002bK: Community safety: % of respondents who noticed a reduction in anti-social behaviour in the last 12 months**

Following a significant increase between 2014 and 2016, the number of people who noticed a reduction in anti-social behaviour in the last 12 months dropped by 23% to 10% in 2018, putting performance of this measure below target. However, it should be noted that, in 2018, just under half (49%) of Citizens' Panel members said that anti-social behaviour is not an issue in their neighbourhood.

- **SPI 034K: Supervision requirement: % of children issued with a new Supervision Requirement who were seen by a supervising officer within timescale**

In 2017/18, there were 32 new Compulsory Supervision Requirements, a decrease of 44% from 2016/17. There was also a decrease of 13.9% in the number of young people seen by a supervising officer within the 15 working days timescale. The performance of this measure was therefore 10.6% below target during the last reporting year.

- **SPI 067bK: Roads: % of carriageways reconstructed/resurfaced**

The percentage of carriageways reconstructed/resurfaced fell (by 2.4% in 2017/18)

because the final year of the five year Roads Asset Management Programme's budget was concentrated on footway resurfacing, as planned.

- **Exclusions from school per 1,000 pupils: primary schools**
- **Exclusions from school per 1,000 pupils: secondary schools**

Between 2016/17 and 2017/18, there were increases in the number of pupils excluded from primary and secondary schools. However, it should be noted that Inverclyde had achieved significant year-on-year reductions in school exclusions and we have consistently been below the Scottish average for these indicators.

6.5 More detailed information on all indicators is included in the Appendix. It is worth pointing out, however, that for indicators which have a red status, the reason may be out with the control of the Council. For example, the number of street lighting repairs completed within seven days declined slightly (by 4.19%) which meant that the performance was below target during the last reporting year. The reduced performance of this indicator was the result of our contractor delivering the LED street lighting replacement capital programme which has placed an increased burden on their resources; we will however improve and reduce the variance as we progress the LED programme.

7.0 IMPLICATIONS

7.1 There are no direct financial implications arising from this report.

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 (if applicable)	Other Comments
n/a	n/a	n/a	n/a	n/a	n/a

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

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

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

7.5 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.

8.0 CONSULTATION

8.1 The commentaries in the Appendix were provided by the appropriate Council Service.

9.0 BACKGROUND PAPERS

9.1 There are no background papers relative to this report.

10.0 CONCLUSION

10.1 The Council's Statutory and Key Performance Indicators Annual Report 2017/18 is presented for the Committee's approval with the suggestion that the appropriate details in the Appendix are used to update the performance pages on the Council's website. The Committee is asked to note that a separate report will be prepared in 2019 when the 2017/18 LGBF indicators have been published and analysed and the Council's performance in relation to the other Scottish local authorities is known.

Inverclyde Council's Statutory and Key Performance Indicators Annual Report 2017/18

Inverclyde Council has a statutory duty to capture and record how well it performs in relation to a wide range of performance information. Our performance, as set out in Audit Scotland's SPIs Direction 2015 under SPI 1 and SPI 2, is presented in this Appendix.


The report contains information on how the Council has performed regarding our indicators under the headings *Corporate Management* and *Service Performance*. It aims to give our stakeholders, and the public in particular, a better understanding of how services provided by Inverclyde Council are performing and how this performance has changed over time.

The status column indicates whether performance is considered to be:

green – good performance

amber – within tolerance

red – performance declined.

Also included is information on whether performance has improved or declined over time. To find out more about the Council's performance, visit  [Inverclyde Council's Performance](#).

You may also be interested in the Council's performance regarding the Society of Local Authority Chief Executives Local Government Benchmarking Framework (LGBF) Indicators, as set out in Audit Scotland's SPIs Direction 2015 under SPI 3. These indicators provide details of the Council's performance across a range of areas compared to the Scottish average, together with our ranking in relation to the other 31 Scottish local authorities. The LGBF 2017/18 indicators, to be published by the Improvement Service in January 2019, will be available here

 [Local Government Benchmarking Framework](#).

Inverclyde Council's Statutory and Key Performance Indicators Annual Report 2017/18

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• Equalities and diversity	9
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Service Performance	Page
• Benefits administration	23
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• Planning	51
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• Education of children	65
• Waste management services	75

Corporate management – assets

		Status	
SPI 015aK	Access to buildings: % of residents who accessed Council buildings in the past 12 months	no target has been set due to the nature of this indicator	
SPI 015bK	Access to buildings: % of residents who found Council buildings easy to access	●	green – improved
SPI 016K	Property maintenance response times: % of repairs completed within target time	●	green – small decline but above target

a. Indicator details: Access to buildings

SPI 015aK	Access to buildings: % of residents who accessed Council buildings in the past 12 months		
	2012	2014	2016
	29	41	36
			Target
			42

SPI 015bK	Access to buildings: % of residents who found Council buildings easy to access		
	2012	2014	2016
	79	88	93
			Target
			92.4

What the above data tells us:

Rather than a measure of performance, the first indicator regarding access to Council buildings is simply a measure of the number of visits.

Between 2014 and 2016, there was an increase of 5% in the number of Citizens' Panel members who found it very or fairly easy to access

Council buildings. Our office modernisation/rationalisation programme has resulted in improved accommodation and we are encouraged that the result around the second indicator has improved from an already high level in 2014. We will continue to upgrade the Council's buildings over the next few years.

Further information: This data has been extracted from the Council's Citizens' Panel survey results. Citizens' Panel questionnaires are distributed to a representative sample of 1,000 Inverclyde residents. Questions are repeated periodically to allow us to assess whether improvement has been achieved. Questions about these measures were therefore included in the Citizens' Panel Autumn 2016 survey.

It should be noted that such sample surveys are subject to a degree of random error. The margin of error within the data supplied is +/- 4%, therefore, for example, the 36% of respondents who accessed Council buildings in the past 12 months will lie within the range 32-40%.

To view the results from the Citizens' Panel questionnaires, visit  [Citizens' Panel](#).

b. Indicator details: Property maintenance

SPI 016K	Property maintenance response times: % of repairs completed within target time		
2015/16	2016/17	2017/18	Target
90.2	93.7	92.1	90

What the above data tells us:

This indicator demonstrates the service level response times for maintenance support services achieved for properties under the control of Legal and Property Services. All emergency repairs are identified with a priority one category and are responded to by maintenance contractors within agreed timescales. The effectiveness of the existing emergency repairs service is measured against the performance of both in-house and external contractors. The percentage of repairs completed on time decreased slightly in 2017/18 (by 1.6%); however, the performance of this indicator remains high and above the target.

Further information: The data is collated and measured verifying the contractor's ability to achieve the agreed target i.e. by responding and attending on-site within the first two hours following notification. Whilst there can be different reasons or factors which drive the requirement for emergency repairs responses, such repairs would be attributable to specific building-related issues or faults reported for each individual property under normal circumstances.

However, the very nature, type and volume of emergency repairs can vary significantly and, on occasion, particularly when influenced by unforeseen, adverse or seasonal factors (such as flooding, utilities disruption, snow falls or freezing temperatures), can impact upon the contractor's ability to respond within the target time. In this type of situation, such circumstances should be taken into context when evaluating and measuring emergency reactive response times. Demand-led periods are recognised as being attributable due to the unusually high volume demand placed on approved term contractors which, in certain circumstances, can lead to a slight decline in performance levels.

Corporate management – employees

		Status	
SPI 010aK	Health and safety: incident rate per 1,000 employees	●	amber – improved but above target
SPI 010bK	Health and safety: average time lost (in days) to the Council per incident	●	amber – improved but above target
SPI 011K	Employee satisfaction: % of employees who are satisfied with their jobs	●	green – improved
SPI 012K	Corporate aims: % of employees who understand how their work contributes to the Council's aims	●	green – improved

a. Indicator details: Health and safety

SPI 010aK	Health and safety: incident rate per 1,000 employees		
	2015/16	2016/17	2017/18
	70.4	79.1	78.2
			Target
			74.1

SPI 010bK	Health and safety: average time lost (in days) to the Council per incident		
	2015/16	2016/17	2017/18
	1.7	2	1.6
			Target
			0.5

What the above data tells us:

Although there was a decrease of 0.9% in the number of health and safety incidents in 2017/18, performance of this measure is above target. Similarly, while the amount of lost time following incidents also decreased (by 0.4 days), performance of this indicator is also above target.

Further information: It is important that Council Services utilise the information available from the detailed incidents statistics to recognise where weaknesses in systems and procedures exist and to ensure that health and safety policies and procedures are implemented. To assist Services to do so, incident information is included in the quarterly Workplace Information and Activity Reports issued by the Organisational Development, Policy and Communications Service, and reported to the Corporate Health and Safety Committee.

Incident rates are calculated using headcount. Overall, we have seen a decrease in the total number of reports since 2014/15 and, while there was a rise in the number of reports between 2015/16 and 2016/17, there is still an overall downwards trend over a three year period. Additionally, the number of major injuries has remained relatively low.

Incidents reported as violence to employees account for 53% of all incidents reported, with 67% reported in the Education, Communities and Organisational Development Directorate, 26% in the Health and Social Care Partnership (HSCP) and the remainder in the Environment, Regeneration and Resources Directorate. Within the education and social care sector, care must be taken when interpreting these statistics. The use of the terms *violence* and *abuse* in relation to incidents is often emotive and must be placed in context; there is a significant difference between violence instigated by someone with deliberate intent and that by a service user who, due to communication difficulties, medication changes etc, lacks awareness or control of their actions. The majority of the reported incidents lie within the area of pupils or service users with additional support needs and are, in general, related to a small number of pupils or service users with very complex support needs. A very typical pattern in reporting is to see an increase in reports associated with one pupil or service user and then to see the number of reports reduce as support mechanisms are established and support plans implemented.

It is expected that the Council's *Positive Relationships, Positive Behaviour Policy* (PRPB Policy), which has been implemented within the Education Service and the HSCP, and the *Promoting Positive Behaviour Training Programme*, will be key initiatives to assist in bringing these figures down. The PRPB Policy – which has been reviewed and amended to take account of national advice and the implementation of The Children and Young People (Scotland) Act 2014 (GIRFEC) - sets out strategies for use in the Education Service to bring about positive behaviour changes through support, strategies and understanding, within a calm, controlled environment. While on paper it would appear that there has been an increase in reported incidents between 2015/16 and 2016/17, much of this increase is due to increased understanding of the requirement to report incidents. By doing so, a greater understanding of the situation, any triggers, any action taken and the effectiveness of this in terms of the response of the young person, can be measured and monitored. The impact of the Policy and the Training Programme are also being monitored.

b. Indicator details: Employee feedback

SPI 011K	Employee satisfaction: % of employees who are satisfied with their jobs			
	2010	2012	2015	Target
	69.1	79	80	80

SPI 012K	Corporate aims: % of employees that understand how their work contributes to the Council's aims			
	2010	2012	2015	Target
	50	83	89	85

What the above data tells us:


The most recent data was extracted from the Council's Employee Survey 2015 which shows a small increase (1%) in the number of employees who are satisfied with their jobs; this improvement resulted in the indicator achieving its target.

There was also an increase (of 6%) in the number of employees who understand how their work contributes to the Council's aims and objectives, meaning that this measure exceeded its target by 4%.

The next Employee Survey will be carried out later this year.

Further information: Council employees were invited to complete an Employee Survey in Winter 2015. A return rate of 26% was achieved and the responses were analysed by an independent market research company. The survey results were reported to the Policy and Resources Committee and can be viewed here: [Employee Survey 2015 - Results](#) (agenda item 14).

Corporate management – equalities and diversity

		Status	
SPI 025aK	Equalities training: % of employees who have undertaken equalities training		green – performance declined but above target

a. Indicator details: Equalities training


SPI 025aK	Equalities training: % of employees who have undertaken equalities training		
	2015/16	2016/17	2017/18
	11.4	28.3	12.2
			Target
			10.5

What the above data tells us:

While there was a decrease (of 16.1%) in the number of employees who received some sort of equalities training in 2017/18; the target was still exceeded during the last reporting year.

Further information: It was recognised that all relevant training may not have been captured in historical figures (for example, courses on gender-based violence and child protection). Therefore, from the reporting year 2016/17 onwards, the scope of the indicator was widened with the aim of including all aspects of equalities training.

During 2017/18, equalities training was provided on a variety of topics including the protected characteristics and hate crime. Throughout the Council, however, it is expected that the number of employees undertaking training on any subject will vary from year to year. For example, in 2017/18, the number of staff who undertook online equality and awareness training was lower than those who accessed the same training opportunity in the previous year. Similarly, while in 2016/17 a number of employees received anti-sectarianism training from an external provider, no such training was accessed during the last reporting year.

Following approval by the Policy and Resources Committee on 21 March 2017, the Council published its Mainstreaming Report, Progress on Equality Outcomes and Equal Pay Report 2017; to view the information, visit  [Equality and diversity](#).

Corporate management – procurement

		Status	
SPI 018 - PCA	Procurement and Commercial Improvement Programme, based on an annual audit by Scotland Excel	●	green – improved
ERR CDIP KPI05	Procurement work stream savings	●	green – target met

a. Indicator details: Procurement and Commercial Improvement Programme assessment

SPI 018 - PCA	Procurement and Commercial Improvement Programme, based on an annual audit by Scotland Excel		
2014	2015	2016	Target
	new indicator for 2016	66%	55%

What the above data tells us:

The area of procurement has seen a significant improvement with a year-on-year increase in the Council's Procurement Capability Assessment (PCA) score from a low of 4% in 2009 to 62% in 2014.

The PCA has been replaced by the Procurement and Commercial Improvement Programme (PCIP) which has a different criteria and scoring mechanism; given that the new regime is more challenging than its predecessor, an appropriate target of 55% was set.

Our last score under the PCA regime was 62% which placed the Council on an equal footing with its peers. A similar or better performance in the PCIP assessment would represent success. The first audit of the Council's procurement service under the PCIP was carried out on 3 November 2016 and a score of 66% was achieved. Again, our score compares favourably with other local authorities' results.

Further information: The Council's PCA score was assessed by Scotland Excel. This is a 2-day evidence-based audit of procurement which all Scottish public sector bodies in the local government, health and further education sectors are subjected to. The objective of the PCA is to assist organisations to improve their structure, capability, processes and ultimately performance, by attaining a level of performance that is appropriate to the scale and complexity of their organisation. Topics covered are procurement leadership and governance; procurement strategy and objectives; defining the supply need; project strategies and collaborative purchasing; contract and supplier management; key purchasing processes and systems; people; and performance management.

The improvement in the Council's PCA performance was the result of work carried out under the Council's Strategic Procurement Framework which is directly linked to the eight sections of the PCA audit. Our Audit scores were:

	%
2009	4
2010	15
2011	37
2012	47
2013	54
2014	62

While the PCIP has similar aims to the PCA, there is a new emphasis on the relevant policies and procedures which drive the procurement and commercial performance of the Council and the results they deliver.

The PCIP covers four areas: leadership and governance; development and tender; contract; and purchasing processes. The assessment comprises a total of 24 questions. A number of new areas are also covered by the Programme, including fraud prevention and commercial acumen. Our next PCIP assessment will be carried out on 28 November 2018.






As well as improving our PCA audit score, the Council has achieved savings from improved procurement practice:

ERR CDIP KPI05	Procurement work stream savings in £			
	2014/15	2015/16	2016/18	Target 2016/18
	60,000	60,000	28,000	28,000

The Procurement Team continues to support Council Services to deliver their savings plans.

To find out more about our procurement practices and for information on how to do business with the Council, visit  [Procurement](#).

Corporate management – responsiveness to communities

		Status	
SPI 001K	Customer feedback: % of residents satisfied they can influence decisions affecting the local area		red – declined
SPI 002aK	Community safety: % of residents satisfied or very satisfied with their neighbourhood as a place to live		green – improved
SPI 002bK	Community safety: % of respondents who noticed a reduction in anti-social behaviour in the last 12 months		red – declined
SPI 003K	Community engagement: increased evidence of the impact/influence by communities on strategic and service plans (expressed as the number of examples of impact)		green – improved
SPI 004K	Community regeneration: % of community organisations and groups within disadvantaged neighbourhoods and excluded groups which had increased their capacity		green – improved

a. Indicator details: Customer feedback and community safety

SPI 001K	Customer feedback: % of residents satisfied they can influence decisions affecting the local area			
	2012	2014	2016	Target
	38	47	37	49

SPI 002aK	Community safety: % of residents either satisfied or very satisfied with their neighbourhood as a place to live		
2014	2016	2018	Target
85	81	86	80

SPI 002bK	Community safety: % of respondents who noticed a reduction in anti-social behaviour in the last 12 months		
2014	2016	2018	Target
13	33	10	35

What the above data tells us:

Following a spike in 2014, the number of people who feel they can influence decisions affecting their local area has almost returned to that reported in 2012.

It is encouraging to note that the percentage of residents satisfied with their neighbourhood as a place rose by 5% to 86% between 2016 and 2018 which meant that this indicator exceeded its target.

Following a significant increase between 2014 and 2016, the number of people who noticed a reduction in anti-social behaviour in the last 12 months dropped by 23% to 10% in 2018, putting performance of this measure below target. However, it should be noted that, in 2018, just under half (49%) of Citizens' Panel members said that anti-social behaviour is not an issue in their neighbourhood.

Further information: Information for these indicators is gathered from Citizens' Panel surveys. Citizens' Panel questionnaires are distributed to a representative sample of 1,000 Inverclyde residents. Questions are repeated periodically to allow us to assess whether improvement has been achieved. A question about the first measure was included in the Citizens' Panel Autumn 2016 survey while questions about the other measures were included in the Spring 2018 survey.

b. Indicator details: Community engagement and regeneration

SPI 003K	Community engagement: increased evidence of the impact/influence by communities on strategic and service plans (expressed as the number of examples of impact)			
	2015/16	2016/17	2017/18	Target
	21	18	19	12

SPI 004K	Community regeneration: % of community organisations within disadvantaged neighbourhoods and excluded groups which had increased their capacity			
	2015/16	2016/17	2017/18	Target
	77	78.9	80	80


What the above data tells us:

There was an increase of 1% in the performance of the first indicator, the figure for 2017/18 is therefore comfortably above the target.

During the last reporting year, there was also an increase (of 1.1%) in the number of community organisations within disadvantaged neighbourhoods and excluded groups which had increased their capacity; the improvement resulted in this indicator meeting its target in the last financial year.

Further information: The Council's Community Learning and Development (CLD) Team supports a number of neighbourhood community organisations, ranging from community councils, tenants' and residents' groups and community associations to health and interest groups, to effect change and influence local and strategic planning.

Corporate management – revenues and service costs

		Status	
SPI 008K	Collection of sundry debtors accounts: % proportion of outstanding debt that is more than 90 days old from date of invoice as at 31 March		green – improved

a. Indicator details: Sundry debtors

SPI 008K				Collection of sundry debtors accounts: % proportion of outstanding debt that is more than 90 days old from date of invoice as at 31 March			
2015/16		2016/17		2017/18		Target	
31.17		30.6		28.61		30	

What the above data tells us:

It is difficult to control the performance of the sundry debt indicator as one or two very large outstanding invoices can have an adverse effect on the percentage of debt outstanding. However, we have seen a year-on-year improvement in the proportion of outstanding debt that is more than 90 days old from the date of invoice as at 31 March. Performance of this measure was also below target in the last reporting year.

Further information: The Council carries out enforcement works on properties in the area from which there are unpaid invoices. This is an example of where performance can be affected. It should be noted that, while many of the sundry debtors have outstanding balances that are reflected in the outstanding percentage figure, they also have payment plans in place. The Council's revenue services have robust processes, including quarterly meetings with the Council's Chief Financial Officer, to ensure that appropriate recovery action is undertaken.

Corporate management – sustainable development

		Status	
SPI 021K	Abandoned vehicles: % of vehicles uplifted within 14 days	●	green – maximum performance achieved
SPI 022K	CO ₂ emissions within the scope of influence of the local authority, per capita, in CO ₂ tonnes	●	green – improved
SPI 023K	Reduction in the Council's carbon emissions in CO ₂ tonnes	●	green – improved

a. Indicator details: Abandoned vehicles

SPI 021K	Abandoned vehicles: % of vehicles uplifted within 14 days			
	2015/16	2016/17	2017/18	Target
	71.4	90.9	100	95.9

What the above data tells us:

During 2017/18, there were 16 vehicles abandoned in Inverclyde, all of which were uplifted within the target of 14 days.

Further information: Under The Environmental Protection Act 1990, the Council is required to uplift abandoned vehicles within 14 days.

There can be significant fluctuations in the performance levels of this indicator due to the small number of vehicles involved.

b. Indicator details: Inverclyde's 'area-wide' carbon emissions

SPI 022K	CO ₂ emissions within the scope of influence of the local authority, per capita, in CO ₂ tonnes		
2014	2015	2017/18	Target
4.7	4.5	4.2	4.3


What the above data tells us:

Inverclyde's 'area-wide' emissions decreased by 0.3 CO₂ tonnes per capita between 2015 and 2016 (the 2016 figure is the most recent available). This is explained by large decreases in emissions from the industrial and commercial sector and the domestic sector; in particular, these sectors showed large reductions in emissions from electricity use. During the same period, emissions increased from gas consumption in the domestic sector and in the transport sector.

Further information: This indicator calculates emissions from the use of gas, electricity and other fuels by the industrial and commercial, agricultural and domestic sectors, along with emissions from the transport sector.

Inverclyde's emissions have been consistently lower than the Scottish average since 2014:

CO ₂ emissions within the scope of influence of the local authority, per capita, in CO ₂ tonnes				
Year	Inverclyde total	Scotland total	Difference	Inverclyde population estimate used in calculation
2014	4.7	5.7	-1.0	79,900
2015	4.5	5.5	-1.0	79,500
2016	4.2	5.2	-1.0	79,200

To find out more about 'area-wide' emissions, visit:  [UK local authority and regional carbon dioxide emissions national statistics: 2005 to 2016.](#)

c. Indicator details: Inverclyde Council's carbon emissions

SPI 023K	Reduction in the Council's carbon emissions in CO ₂ tonnes		
2015/16	2016/17	2017/18	Target
24,985	26,700	25,078	4,947 by 2021/22 (from a 2007/08 baseline)

What the above data tells us:

Between 2016/17 and 2017/18, the Council's carbon emissions decreased by 1,622 CO₂ tonnes or 6.075%.

Further information: Figures for this indicator comprise data from six areas: energy use in buildings, street lighting, fleet transport, business travel, water and waste. Between 2016/17 and 2017/18, all the Council's sources of carbon, with the exception of water, showed a reduction in emissions:




	% change between 2016/17 and 2017/18	% of total emissions 2017/18
Energy use in buildings	- 8.5	37.6
Street lighting	- 33.3	4.65
Fleet transport	- 1.64	4.3
Business travel	- 19.3	1.16
Water	+ 2.6	0.315
Waste	- 0.62	52.0

Total	100
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For the third consecutive year, there was a significant reduction in carbon emissions from street lighting in Inverclyde. Emissions from this source reduced by a third; this was achieved as a result of a combination of replacing existing lamps with much more efficient LED (light-emitting diode) ones and more flexibility in design to meet the required specification. There was also a significant reduction in emissions from business travel.

The Council's Climate Change Plan 2018 aims to reduce emissions by 16% during the period from 2007/08 to 2021/22; this is the equivalent of 353 CO₂ tonnes per year; for more information about the Plan, visit [Climate Change Plan 2018](#).

Service performance – benefits administration

		Status	
SPI 026S	Benefits administration: gross administration cost per case in £		amber – declined but just above target
SPI 027K	Accuracy of Benefits payments: % of cases where the calculation of Benefit due was correct		green – performance maintained
SPI 028bK	Speed of Benefits processing: average number of days per case to process Housing Benefit/Council Tax Benefit reduction claim changes of circumstances		green – improved

a. Indicator details: Benefits administration

SPI 026S	Benefits administration: gross administration cost per case in £			
	2015/16	2016/17	2017/18	Target
	41.46	39.64	45.37	45.00

SPI 027K	Accuracy of Benefits payments: % of cases where the calculation of Benefit due was correct			
	2015/16	2016/17	2017/18	Target
	99.4	99.6	99.6	99

SPI 028bK	Speed of Benefits processing: average number of days per case to process Housing Benefit/Council Tax Benefit reduction claim changes of circumstances		
2015/16	2016/17	2017/18	Target
4.02	4.4	3.7	6

What the above data tells us:

In 2017/18, there was an increase of £5.73 in the gross cost per case for Benefits administration; however, the indicator's performance is only very slightly (£0.37) above target.




The accuracy of Benefits payments calculations was maintained at the high level of 99.6% with performance again exceeding the target.

The speed of processing Housing Benefit/Council Tax Benefit reduction claim changes of circumstances decreased by 0.7 days which means that performance of this measure was comfortably below target in 2017/18.

Further information: The gross administration cost per case for processing Housing Benefit and Council Tax Benefit reductions is partly attributable to the decreasing case load. A saving was agreed as part of the 2018/19 Budget which will reduce costs for 2018/19. Other costs are out with the control of the Benefits service. Recharges such as accommodation charges impact on the first indicator above. The Benefits service does, however, have controls in place to ensure controllable costs are kept to a minimum.

The consistently high level of accuracy of Benefits payments reflects the robust quality assurance measures in place within the Benefits service; this is an example of the effective management and hard work delivered by the service.

Service performance – child protection and children’s social work

		Status	
SPI 034K	Supervision requirement: % of children issued with a new Supervision Requirement who were seen by a supervising officer within timescale		red – declined
SPI 035aK	Case conferences: % of child protection case conferences where parental drug misuse was identified	no targets have been set due to the nature of these indicators	
SPI 035bK	Case conferences: % of child protection case conferences where parental alcohol misuse was identified		
SPI 053K	% of Social background reports submitted to the Scottish Children’s Reporter Administration within timescale		amber – declined but within a tolerable range
SPI 055K	Looked-after and accommodated children: community placements as a % of total placements		amber – declined but within a tolerable range
SPI 056K	Ratio of child protection referrals: % of children who were placed on the Child Protection Register	no target has been set due to the nature of this indicator	

a. Indicator details: Supervision requirements

SPI 034K	Supervision requirement: % of children issued with a new Supervision Requirement who were seen by a supervising officer within timescale			
	2015/16	2016/17	2017/18	Target
	91.5	98.3	84.4	95

What the above data tells us:

In 2017/18, there were 32 new Compulsory Supervision Requirements, a decrease of 44% from 2016/17. There was also a decrease of 13.9% in the number of young people seen by a supervising officer within the 15 working days timescale. The performance of this measure was therefore 10.6% below target during the last reporting year.

Further information: This indicator tells us how quickly a child is seen by a social worker following a decision at a children's hearing to place the child on a statutory Supervision Order. Performance of this measure is affected by the small number of new Supervision Requirements: of the 32 young people issued with a supervision requirement, five were not seen within the timescale.

b. Indicator details: Case conferences

SPI 035aK	Case conferences: % of child protection case conferences where parental drug misuse was identified		
2015/16	2016/17	2017/18	Target
26.2	35.5	27	-

SPI 035bK	Case conferences: % of child protection case conferences where parental alcohol misuse was identified		
2015/16	2016/17	2017/18	Target
25.5	15.9	13.9	-

What the above data tells us:

Between 2016/17 and 2017/18, there was a decrease of 8.5% in the number of child protection case conferences where parental drug misuse was identified. It should be noted that the 2016/17 figure for this measure was significantly higher than the previous year.

In 2017/18, parental alcohol misuse was identified at 13.9% of cases conferences, a reduction of 2% from the previous reporting year; this figure is steadily decreasing. It should also be noted that the 2015/16 figure was high at 25.5%.

Further information: Parental drug and/or alcohol abuse are among a range of concerns identified for children at child protection case conferences, which are likely to be contributing factors to a child being at risk and may determine the decision or outcome of a child being placed on the Child Protection Register. This knowledge provides social workers with critical information which helps in the case management of these children and their families.

c. Indicator details: Social background reports

SPI 053K	% of Social background reports submitted to the Scottish Children's Reporter Administration within timescale		
2015/16	2016/17	2017/18	Target
68	78.3	64.5	69

What the above data tells us:

During the last reporting year, there was a significant decrease in the number of Social Background Reports submitted on time. Following a substantial improvement in the performance of this indicator in 2016/17, the percentage of reports submitted within timescale decreased by 13.8% in 2017/18 which means performance for that year was 4.5% below target.

Further information: This indicator provides information on how quickly a social background report is completed and submitted by social work to the Children's Reporter for a children's hearing where an outcome decision may be made for the child. This was previously a national standard; Inverclyde HSCP children and families management set a local target of 69% in an effort to meet the standard.

Reasons for the late submission of social background reports include resource scheduling changes, annual leave, sickness absence, changes in a child's circumstances or a need for further information.

d. Indicator details: Child protection

SPI 055K	Looked after and accommodated children: community placements as a % of total placements			
	2015/16	2016/17	2017/18	Target
	84.6	87	86.5	88

SPI 056K	Ratio of child protection referrals: % of children who were placed on the Child Protection Register			
	2015/16	2016/17	2017/18	Target
	31.6 ¹	22.7	18.7	-

What the above data tells us:

In 2017/18, the number of looked after and accommodated children in community placements decreased by 0.5% which means that performance of this measure was just 1.5% below target. Overall, the number of community placements has not changed significantly in the last three years.

The ratio of child protection referrals (the total number of children) to those placed on the Child Protection Register has decreased significantly during the last three years, dropping from 31.6% in 2015/16 to 18.7% in the last reporting year.

Nationally, as at 31 July 2017, there were 2,631 children on the Child Protection Register, a decrease of 3% from 2016. The total has now fallen for three consecutive years. Emotional use is the most common concern that leads to children being placed on the Register.

Further information: Performance in child protection information can vary, depending on specific cases referred to the service; therefore it is very difficult to set targets in this area. However, the service maintains close scrutiny of all areas of child protection work. Activity is monitored through quarterly performance service reviews, quarterly progress and status reports and the Child Protection Committee. An annual data return on child protection is also submitted to the Scottish Government and a national bulletin published each year showing comparative data.

¹ The methodology used to calculate the 2015/16 and 2016/17 figures has changed, therefore, the figures for those years have been adjusted accordingly

Service performance – community care

		Status	
SPI 029a	Number of clients aged 65+ receiving home care	no targets have been set due to the nature of these indicators	
SPI 029b	Number of clients under 65 receiving home care		
SPI 030	Number of clients aged 65+ in long term care as at 31 March		
SPI 031a	Number of learning disability clients in residential care		
SPI 031b	Number of learning disability clients in supported living		
SPI 032	Number of clients in receipt of a self-directed support package		
SPI 032K	Carers: % of carers feeling they receive enough support in their caring role	●	red – declined

a. Indicator details: Home care

SPI 029	Number of clients aged 65+ receiving home care			
	2015/16	2016/17	2017/18	Target
	1,155	1,146	1,103	-

SPI 029b	Number of clients under aged 65 receiving home care			
	2015/16	2016/17	2017/18	Target
	112	127	113	-

What the above data tells us:

The strategic approach to shifting the balance of care to ensure more people receive support in their own homes is impacted upon by demographic factors such as an increasing older and frailer population requiring support. The number of service users receiving home care has remained steady during the past three years, however, there is an identified trend that shows an increase in the *under 65* category; this is partly due to the increase in referrals for service users with life limiting conditions. The slight decrease for this 2017/18 Census Week data is in part down to the effectiveness of the *Reablement* service (which is designed to assist people to remain as independent as possible by supporting them to regain their daily living skills and confidence following a period of illness, accident or disability). Following *Reablement*, at least a third of service users do not require a support package in terms of ongoing service.

Further information: It would not be appropriate to set targets for these indicators due to the nature of the service provided. The service is working more on achieving an increase in the number of clients receiving support in their own homes as opposed to residential support. Information from the Social Care Survey was used to report data in 2015/16 and 2016/17; it has now been replaced by the Source Return which supplied the data for the 2017/18 reporting year.

b. Indicator details: Long term care

SPI 030	Number of clients aged 65+ in long term care as at 31 March		
2015/16	2016/17	2017/18	Target
602	588	544	-

What the above data tells us:

The Inverclyde HSCP works towards a Home 1st Strategy, ensuring service users are able to live as independently as possible in their own homes. The effectiveness of this is evidenced by the number of individuals over 65 who live in a care home setting on a permanent basis.

The above figures identify the total number of people over the age of 65 who are permanently residing in a long term care home as at 31 March each year. Between 2016/17 and 2017/18, there was a reduction (of 44) in this figure. However, this also reflects the seasonal changes between Winter 2017 and the severity of Winter 2018 and its impact on older people. These figures demonstrate the effectiveness of the strategic policy.

Further information: It would not be appropriate to set a target for this indicator due to the nature of the service provided. Instead, the Service is working on achieving a downward trend in the number of clients requiring residential support.

c. Indicator details: Learning disability

SPI 031a	Number of learning disability clients in residential care			
	2015/16	2016/17	2017/18	Target
	39	39	33	-

SPI 031b	Number of learning disability clients in supported living			
	2015/16	2016/17	2017/18	Target
	120	118	101	-

What the above data tells us:

The number of people with a learning disability in residential care remains fairly constant due to the focus on supporting people in their own tenancies. Residential care will only be utilised where the assessed need for the individual is for a 24/7 support package due to the complexity of their needs.

The majority of people with a learning disability are supported by a commissioned service in their own tenancies. The number is fairly static with a small decrease due to service users now successfully living independently. Supported living will be developed with an emphasis on enablement and involvement with community organisations and activities.

Further information: It would not be appropriate to set targets for these indicators due to the nature of the service provided. Instead, the Service is working more on achieving a downward trend in the number of clients requiring residential support.

d. Indicator details: Self-directed support packages

SPI 032	Number of clients in receipt of a self-directed support package					
2015/16		2016/17		2017/18		Target
Clients in receipt of one SDS Option	Clients with a combination of Options	Clients in receipt of one SDS Option	Clients with a combination of Options	Clients in receipt of one SDS Option	Clients with a combination of Options	
2,003	160	3,824	271	2,797	131	-

What the above data tells us:

The Social Care (Self-Directed Support) (Scotland) Act 2013 imposes a duty on local authorities to offer greater choice and control over the support package provided for the cared-for person. The data tells us about the choice of how care is provided for the cared-for person during the previous three years.

Further information: This indicator is impacted by an improved recording of the information introduced in December 2015. It would not be appropriate to set a target for this measure due to the nature of the service provided. There was also a change in providers available to service users and to the Home Care contract which also impacted on these figures.

The combined Option figure refers to service users who have chosen a combination of how they are supported and evidences that service users are exercising greater choice and control. Four options are available to clients:

- Option 1 Direct payment
- Option 2 Individual Service Fund
- Option 3 Service arranged and provided by the local authority
- Option 4 Combination of all of the above.

An indicator regarding self-directed support spend is also included in the Local Government Benchmarking Framework. To view the most recent report on the Framework, visit: [SOLACE Improving Local Government Benchmarking Framework 2016/17](#) (agenda item 8, appendix,

page 49). Inverclyde Council's 2017/18 performance for this indicator, including how we compare to other Scottish councils, will be published in January 2019.

e. Indicator details: Carers


SPI 032K	Carers: % of carers feeling they receive enough support in their caring role		
2012	2014	2016	Target
55	53	46	58

What the above data tells us:

The performance information for this indicator is derived from the Council's Citizens' Panel questionnaires. The percentage of carers who feel they receive enough support in their role as a carer has dropped to its lowest level since 2008. It should be noted, however, that membership of the Citizens' Panel is refreshed by a third every year. It follows therefore, that, when the question is included about whether carers feel they receive enough support in their caring role, the composition of the Panel will be different from each of the previous reporting years.

Further information: Citizens' Panel surveys are sent to a representative sample of 1,000 Inverclyde residents. Questions are repeated periodically to allow us to assess whether improvement has been achieved. A question about this measure was therefore included in the Citizens' Panel Autumn 2016 survey.

Surveys like those sent to the Citizens' Panel are subject to a degree of random error. The margin of error within the data supplied is +/- 4%; therefore, for example, the 46% of carers who in 2016 felt they receive enough support in their caring role will lie within the range 42-50%.

To find out more about support available for carers, call the Inverclyde Carers' Centre on 01475 735180 or visit  [Inverclyde Carers' Centre](#).

Service performance – criminal justice social work

		Status	
SPI 057k	% Criminal justice social work reports submitted to the courts by the due date	●	green – maximum performance maintained
SPI 058a	% Criminal justice social work interviews within one day of the court order	●	green – improved
SPI 058b	% Service users whose induction/first meeting with a supervising officer took place within 5 working days of imposition of the court order	●	amber – performance declined but within a tolerable range
SPI 058c	% Service users who began their first work placement within 7 working days of imposition of the court order	●	amber – performance improved but just below target

a. Indicator details: Criminal justice

SPI 057k	% Criminal justice social work reports submitted to the courts by the due date		
	2015/16	2016/17	2017/18
	100	100	100
			Target
			95

SPI 058a	% Criminal justice social work interviews within one day of the court order		
	2015/16	2016/17	2017/18
	88.7	91.9	93.2
			Target
			85

SPI 058b	% Service users whose induction/first meeting with a supervising officer took place within 5 working days of imposition of the court order		
2015/16	2016/17	2017/18	Target
87	92.7	83.3	85

SPI 058c	% Service users who began their first work placement within 7 working days of imposition of the court order		
2015/16	2016/17	2017/18	Target
81.2	82.8	84.6	85

What the above data tells us:

The Inverclyde HSCP's Criminal Justice Social Work Service responded to all requests from the courts for criminal justice social work reports by the due date.

A total of 263 Community Payback Orders (CPOs) were made during 2017/18, approximately 15.6% of which were imposed by courts out with Inverclyde. In previous years' reporting, the Service chose to discount these *out with Orders*, due to the fact it had to rely on third parties for the communication of reporting instructions, with any delays impacting across the range of indicators. However, going forward and to support transparency, these Orders will now be included. It should be noted that there is no nationally agreed protocol on what should be counted.

Indicator SPI 058a measures the Service's performance regarding interviewing individuals within one working day of their order being made. During the last reporting year, our performance was 93.2% for this measure, an improvement of 1.3% from 2016/17. Significantly, not only have we again exceeded the local target of 85%, we have done so within a more rigorous reporting framework. In addition, when benchmarked against the most recently published national data (for 2016/17), our performance for this measure well exceeds the Scottish average of 75.5%.

Indicator SPI 058b measures performance regarding inductions/first meetings which took place within five working days of the Order being made. It relates to both supervision and unpaid work requirements which can form part of a CPO, either individually or collectively. Our 2017/18 performance was 83.3% which is down 9.4% on the previous year and below the local target of 85%. However, as noted above, the methodology has changed and is now more demanding. Additionally, by way of context, performance of this indicator can be impacted by


factors both within and out with the Service's control; an example of the former would be staff availability and, for the latter, non-attendance by the individual as a result of non-compliance. Notably, in less than 5% of cases, the circumstances which gave rise to the late induction were within the Service's control. In addition, our performance, when benchmarked against the most recently published national data (2016/17) exceeds the Scottish average of 78.6%.

Indicator SPI 058c measures performance relating to the commencement of work placements within seven working days of the Order being imposed. Our 2017/18 figure for this measure was 84.6%; while this is an improvement (of 1.8%) on the previous year's performance, it is below the local target of 85%. As with previous measures, performance can be impacted by factors both within and out with the Service's control. Notably, in only 6% of cases, the circumstances which gave rise to the delay in commencing placements were within the Service's control. In addition, our performance, when benchmarked against the most recently published national data (for 2016/17) well exceeds the Scottish average of 67.2%.

Further information: The performance of the criminal justice measures requires to be seen within the context of where approximately three quarters (75%) of all individuals sentenced to Unpaid Work Community Payback Requirements in Inverclyde live in areas classified by the Scottish Index of Multiple Deprivation (SIMD) to be among the most deprived in Scotland i.e. SIMD 1. The SIMD measures a number of factors across seven domains including employment, income, health and education, to give an overall score of deprivation. This is significant in terms of the delivering Criminal Justice Social Work Services as these individuals are likely to be in greater need in terms of the support they require to both commence and successfully complete their Court Orders.

The Service is committed to furthering its understanding of the impact of poverty and inequality and how this plays out in terms of an individual's ability to respond to the rigours of a Court Order. In 2017/18, we worked in partnership with a number of agencies to better support such individuals and ensure a more holistic response to service users' needs and concerns.

Service performance – cultural and community services

		Status	
SPI 042K	Exercise: % of Inverclyde residents participating in sport/similar activity at least every two weeks		green – improved

a. Indicator details: Sport and activity

SPI 042K	Exercise: % of Inverclyde residents participating in sport/similar activity at least every two weeks			
	2012	2014	2016	Target
	57	51	60	53.55






What the above data tells us:

In 2016, the number of residents who said they participated in sport/similar activity at least every two weeks increased by 9% since the question was last asked in 2014; this means the performance of this indicator is comfortably above target.

Further information: The data for this indicator is extracted from the Council's Citizens' Panel survey results. Citizens' Panel questionnaires are distributed to a representative sample of 1,000 Inverclyde residents. Questions are repeated periodically to allow us to assess whether improvement has been achieved. A question about this indicator was therefore included in the Citizens' Panel Autumn 2016 survey. It should be noted that such sample surveys are subject to a degree of random error. The margin of error within the data supplied is +/- 4%, therefore the 60% of respondents who said they participated in sport/similar activity at least every two weeks will lie within the range 56-64%.

To view the Citizens' Panel survey results, visit:  [Citizens' Panel](#).

Service performance – health and trading standards

		Status	
SPI 065bK	Pest control: service requests - % attended within 5 working days		green – improved
SPI 068aS	Trading standards: % of consumer complaints completed within 14 days		amber – small decline but within a tolerable range
SPI 068bS	Trading standards: % of advice requests completed within 14 days		green – small decline but above target
SPI 070aK	Food safety hygiene inspections: % of premises which are compliant to a satisfactory level		amber – performance improved but just below target
SPI 070bK	Food safety hygiene inspections: % of interventions achieved		green – small decline but above target


a. Indicator details: Pest control

SPI 065bK	Pest control: service requests - % attended within 5 working days		
2015/16	2016/17	2017/18	Target
98.7	98.1	99.8	95

What the above data tells us:

The performance of this indicator improved between 2016/17 and 2017/18 (by 1.7%); performance of the measure therefore remains very high and well above target.

Further information: In 2017/18, we received 431 pest control service requests which required attendance within five working days, only one of which was not attended within that timescale.

Public health relates to the health and well-being of the whole community and is a key area of commitment for Inverclyde Council. Insects can create a public health nuisance. The Council has a duty to investigate and take necessary action on situations which may result in a statutory nuisance. Complaints about pests are investigated under powers included in The Environmental Protection Act 1990. To find out more about the Council's pest control service and for information on common pests in Inverclyde, visit  [Pest Control](#).

b. Indicator details: Trading standards - complaints and requests

SPI 068aS	Trading standards: % of consumer complaints completed within 14 days		
2015/16	2016/17	2017/18	Target
95.1	95	92.1	95

SPI 068bS	Trading standards: % of advice requests completed within 14 days		
2015/16	2016/17	2017/18	Target
100	95.2	95.1	95

What the above data tells us:

There was a small decrease (2.9%) in the number of consumer complaints completed within 14 days; of the 164 complaints received, only 13 were not dealt with within 14 days.

The percentage of advice requests completed within 14 days also decreased by a very small amount (0.1%); however, the target for the last reporting year was exceeded.

Further information: First tier consumer advice requests are taken by the Citizens' Advice Service (CAS) on a national helpline. These are then automatically uploaded from the CAS's database to the Trading Standards back office system. Complaints from the CAS are categorised as *notifications* and *referrals*. The bulk of customer complaints come to Trading Standards as *notifications* i.e. the CAS has provided advice and there is no further action required; these are not included in the performance indicators but are monitored for any underlying trends. *Referrals*, usually where there is a suspicion of illegal trading, form the basis of these performance indicators. In these cases, Trading Standards Officers will investigate further.

c. Indicator details: Food safety

SPI 070aK	Food safety hygiene inspections: % of premises which are compliant to a satisfactory level			
	2015/16	2016/17	2017/18	Target
	85.9	82.3	84.4	85


SPI 070bK	Food safety hygiene inspections: % of interventions achieved			
	2015/16	2016/17	2017/18	Target
	99.5	100	99.3	95

What the above data tells us:




In 2017/18, the number of premises broadly compliant with food safety hygiene regulations rose by 2.1%. While there was very small decrease (of 0.7%) in the number of interventions regarding food safety hygiene, performance of this measure remains very high and comfortably above target.

Further information: These two performance indicators are based on Inverclyde Council's annual return to the Food Standards Agency: the Local Authority Enforcement Monitoring System (LAEMS) return. The document outlines the Council's performance against its inspection programme. The inspection programme for LAEMS is based on the risk rating of the premises (A-E), with inspection of premises due at intervals based upon that risk rating.

In 2017, the Council was one of the first local authorities in Scotland to be audited under a revised system by Food Standards Scotland (FSS); the process found that the Council has 'robust and well-managed controls over food safety'. Additionally, the audit reported that every business listed on the food premises database had been rated in 2016 and over 600 inspections had been carried out.

For information regarding the Council's duty to enforce food safety and standards legislation, visit:  [Food safety](#).

Service performance – homelessness

		Status	
SPI 058aiS	Homelessness: % of decision notifications issued within 28 days of date of initial presentation for permanent accommodation		green – small decline but above target
SPI 058aiiS	Homelessness: for households assessed as unintentionally homeless or unintentionally threatened with homelessness, the % which has secured settled accommodation		green – improved
SPI 058aiiiS	Homelessness: repeated homelessness - % of households reassessed as unintentionally homeless or unintentionally threatened with homelessness within the same year		amber – performance declined but within tolerable range
SPI 059K	Homelessness: average time in weeks between presentation and completion of duty by the Council for cases assessed as unintentionally homeless or unintentionally threatened with homelessness	no targets have been set due to the nature of these indicators	
New indicator	Homelessness: temporary accommodation – number of days occupied by households in a temporary furnished flat		
New indicator	Homelessness: temporary accommodation – number of days occupied by households in the Inverclyde Centre		
New indicator	Homelessness: temporary accommodation – number of days occupied by households in bed and breakfast accommodation		
New indicator	Homelessness: number of prevention cases (Housing Options) started in period		
New indicator	Homelessness: % of prevention cases (Housing Options) that progressed to a full homelessness assessment		

a. Indicator details: Homelessness

SPI 058aiS	Homelessness: % of decision notifications issued within 28 days of date of initial presentation for permanent accommodation		
2015/16	2016/17	2017/18	Target
96.1	94.29	90.71	80

SPI 058aiiS	Homelessness: for households assessed as unintentionally homeless or unintentionally threatened with homelessness, the % which has secured settled accommodation		
2015/16	2016/17	2017/18	Target
68	61	64	60

SPI 058aiiiS	Homelessness: repeated homelessness - % of households reassessed as unintentionally homeless or unintentionally threatened with homelessness within the same year		
2015/16	2016/17	2017/18	Target
11.1	10.2	13.3	15

SPI 059K	Homelessness: average time in weeks between presentation and completion of duty by the Council for cases assessed as unintentionally homeless or unintentionally threatened with homelessness		
2015/16	2016/17	2017/18	Target
20.1	20.78	22.18	-
New indicator	Homelessness: temporary accommodation – number of days occupied by households in a temporary furnished flat		

2015/16	2016/17	2017/18	Target
8,659	7,333	10,035	-

New indicator	Homelessness: temporary accommodation – number of days occupied by households in the Inverclyde Centre		
2015/16	2016/17	2017/18	Target
8,911	8,833	8,522	-

New indicator	Homelessness: temporary accommodation – number of days occupied by households in bed and breakfast accommodation		
2015/16	2016/17	2017/18	Target
7	13	109	-

New indicator	Homelessness: number of prevention cases (Housing Options) started in period		
2015/16	2016/17	2017/18	Target
922	950	881	-

New indicator	Homelessness: % of prevention cases (Housing Options) that progressed to a full homelessness assessment		
2015/16	2016/17	2017/18	Target
241 (26.1%)	235 (24.7%)	177 (20.1%)	-

What the above data tells us:

In 2017/18, there was a small decline (of 3.58%) in the number of decision notifications issued within 28 days of initial presentation for permanent accommodation; while the performance of this measure fell to 90.71%, it was still above the target of 80%. Meanwhile, the number of households which were reassessed within the same year increased by 3.1% to 13.3% in 2017/18.

The average time in weeks between presentation and completion of duty by the Council for cases assessed as unintentionally homeless or unintentionally threatened with homelessness increased by 1.4. A target has not been set for this indicator because the type of services provided and assistance offered is dependent upon the applicant's housing need at the time of approach and the category of homelessness they are determined to have. Resolving homelessness is complex and often involves a multi-agency approach to ensure that someone is 'tenancy ready' and this can cause significant delays in re-housing people.

Further information: The number of cases assessed as homeless in 2017/18 declined by 4.6%. Emphasis remains on the prevention of homelessness and the Housing Options approach which is an information and advice process that the Homelessness Service use when someone approaches them with a housing problem. It aims to prevent homelessness wherever possible and, since its introduction, there has been a fall in homelessness applications.

The Service focuses on people's personal circumstances, helping them to explore all options including social rented housing and private rented accommodation. It can also provide support for underlying issues that may underpin housing problems such as debt, family break up and mental health problems. This means that, rather than just making a homeless application, Housing Officers can work with other services to help people before they reach crisis point.

In 2017/18, the number of households provided with Housing Options advice and assistance fell by 7.26% to 881.

In relation to the number of people who are housed into permanent accommodation, impacts of the Benefit Cap and Universal Credit are affecting local people; however, homeless households are generally more vulnerable and appear to be disproportionately affected by Welfare Reform compared to other groups.

As a Stock Transfer local authority, we are experiencing significant challenges in re-housing homeless people due to non-compliance of statutory duties and barriers to entry to Choice Based Letting. In the main, this is due to Universal Credit processing issues and the full month's rent advance costs imposed by Registered Social Landlords per their allocation policies.

Additionally, there is a shortage of good quality, affordable housing in Inverclyde and demand far outweighs supply regarding one bedroom properties. Many people cannot afford to rent in the private sector and, to facilitate greater access to privately rented properties, the Health and Social Care Partnership will shortly be piloting a Rent Deposit Guarantee Scheme which aims to enable people who have nowhere to stay to secure their own privately rented accommodation. We aim to promote the provision of good quality accommodation and seek to encourage landlords to accept tenants who are eligible for Universal Credit. We will also act as an independent third party by providing landlords with a deposit on the tenants' behalf.

In terms of temporary accommodation, use of the Inverclyde Centre has remained fairly constant during the past eight years while the use of temporary furnished flats saw an increase for the first time during the same period. Meanwhile, the use of bed and breakfast accommodation increased to its highest level in six years.

Service performance – planning

		Status	
SPI 044aK	Successful planning appeals as a % of all determinations	there were no appeals decisions in 2017/18	
SPI 044bK	Successful planning appeals as a % of all appeals		
ERR CDIP KPI33	% of all planning applications decided in under 2 months	●	amber – small decline but within a tolerable range
ERR CDIP KPI34	% of householder planning applications decided in under 2 months	●	green – improved
	% of non-householder planning applications decided in under 2 months	●	green – small decline but above target
SPI 043aS	Average time (in weeks) to deal with major planning applications determined during the year ²	●	red – declined
	Average number of days to register a building warrant application	●	amber – small decline but below target
	% of building warrants assessed within 20 working days of registration	●	green – small decline but above target
	Response to requests for completion certificates within 10 working days	●	amber - small decline but within a tolerable range
	Average number of days to issue a notice of acceptance of completion certificate	●	green – small decline but below target

² Based on two major planning applications

a. Indicator details: Planning

SPI 044aK	Successful planning appeals as a % of all determinations		
2015/16	2016/17	2017/18	Target
there were no appeals decisions in 2015/16	0.52	there were no appeals decisions in 2017/18	1

SPI 044bK	Successful planning appeals as a % of all appeals		
2015/16	2016/17	2017/18	Target
there were no appeals decisions in 2015/16	100	there were no appeals decisions in 2017/18	30

ERR CDIP KPI33	% of all planning applications decided in under 2 months		
2015/16	2016/17	2017/18	Target
88.9	89.9	87.3	90

ERR CDIP KPI34	% of householder planning applications decided in under 2 months		
2015/16	2016/17	2017/18	Target
98.7	94.7	96.1	95

% of non-householder planning applications decided in under 2 months			
2015/16	2016/17	2017/18	Target
81.7	80.8	79	65

SPI 043aS	Average time (in weeks) to deal with major planning applications determined during the year		
2015/16	2016/17	2017/18	Target
45.1	16.1	28.5	20

Average number of days to register a building warrant application			
2015/16	2016/17	2017/18	Target
2	1.3	2.3	4

% of building warrants assessed within 20 working days of registration			
2015/16	2016/17	2017/18	Target
99.6	99.8	96.7	95

Response to requests for completion certificates within 10 working days			
2015/16	2016/17	2017/18	Target
92.9	98.7	91	100

Average number of days to issue a notice of acceptance of completion certificate			
2015/16	2016/17	2017/18	Target
16	1.9	2	3


What the above data tells us:

In 2017/18, there was a small decrease (of 2.6%) in the number of planning applications which were decided in less than two months; this resulted in the target not being met for the last reporting year. However, the increase of 1.4% in the number of householder applications that were decided in under two months meant that the target for that measure was exceeded in 2017/18.











During the last reporting year, there was a small decrease (of 3.1%) in the number of building warrants assessed within 20 working days of registration; however performance is still at a high level and comfortably above target. In terms of completion certificates, 91% were responded to within 10 working days.

Further information: During 2017/18, there were 176 planning applications and 139 were decided in less than two months. In terms of householder planning applications, of the 153 applications, 147 were decided in under two months.

The Council assessed 451 building warrants in 2017/18, of which only 15 were not assessed within 20 working days.

For information on the Council's Planning Service, planning process, building standards, listed buildings and more, visit  [Planning, Building Standards and Property](#).

Service performance – protective services

		Status	
SPI 061K	Traffic light repairs: % completed within 48 hours		green – improved
SPI 062K	Street lighting repairs: % completed within 7 days		red – declined
SPI 063aK	Anti-social behaviour response times: high priority - % received during the Wardens' shift hours attended within 30 minutes		green – improved
SPI 064aK	Public health complaints: high priority - % attended by the next working day		amber – declined but just below target
SPI 064bK	Public health complaints: medium priority - % attended within 2 working days		green - improved
SPI 064cK	Public health complaints: low priority - % attended within 5 working days		green – small decline but target exceeded
SPI 067aK	Roads: customer satisfaction surveys completed		green – maximum performance achieved
SPI 067bK	Roads: % of carriageways reconstructed/resurfaced		red – declined
SPI 067cK	Roads: % of footways reconstructed/resurfaced		green – improved
SPI 067dK	Roads: gullies emptied per year		green – small decline but target exceeded

a. Indicator details: Traffic and street lighting repairs

SPI 061K	Traffic light repairs: % completed within 48 hours		
2015/16	2016/17	2017/18	Target
100	93.5	94.6	90

SPI 062K	Street lighting repairs: % completed within 7 days		
2015/16	2016/17	2017/18	Target
90	88.82	84.63	95

What the above data tells us:

There was a small increase (1.1%) in the number of traffic light repairs completed within 48 hours; the 2017/18 figure is therefore comfortably above target.

The number of street lighting repairs completed within seven days declined slightly (by 4.19%) which meant that the performance of this measure was below target during the last reporting year.

Further information: There are only a small number of traffic lights and variations in performance can largely be due to the small statistical sample size. As outlined in the following table, during 2017/18, only four repairs to traffic lights were not completed within 48 hours:

Traffic light repairs		
No. of repairs completed	No. of repairs completed within 48 hours	%
74	70	94.6

Meanwhile, during 2017/18, our performance regarding repairs to street lighting was:

Street lighting repairs		
No. of repairs completed	No. of repairs completed within 7 days	%
1,919	1,624	84.63

The reduced performance of the street lighting indicator has been due to our contractor delivering the LED street lighting replacement capital programme which has placed an increased burden on their resources; we will however improve and reduce the variance as we progress the LED programme. However, it should be noted that, for the third consecutive year, there was a significant reduction in carbon emissions from street lighting in Inverclyde. Emissions from this source reduced by a third; this was achieved as a result of a combination of replacing existing lamps with much more efficient LED (light-emitting diode) ones and more flexibility in design to meet the required specification. More information is available from the carbon emissions performance indicator in the sustainable development section on page 21 of this Appendix.

b. Indicator details: Anti-social behaviour response times

SPI 063aK Anti-social behaviour response times: high priority - % received during the Wardens' shift hours attended within 30 minutes			
2015/16	2016/17	2017/18	Target
95.4	96.5	97.1	95

What the above data tells us:

We saw a small increase (of 0.6%) in the high priority anti-social behaviour response times during 2017/18; this resulted in the performance of this measure exceeding the target for that reporting year.

Further information: As outlined in the following table, during 2017/18, only 38 calls to the Community Wardens were not attended within 30 minutes:

Anti-social behaviour response times		
No. of high priority calls	No. attended within 30 minutes	%
1,322	1,284	97.1

The Council's Community Warden service is a uniformed visible presence which responds to reports of anti-social behaviour and other community safety issues in the local area. The Wardens also act as professional witnesses on behalf of the community and work with the Council's partners on a daily basis to respond to issues of anti-social behaviour.

To contact the Wardens, call the Council's Anti-Social Behaviour Helpline on Freephone 0800 01 317 01 or email problemsolving.unit@inverclyde.gov.uk.

c. Indicator details: Public health complaints

SPI 064aK	Public health complaints: high priority - % attended by the next working day			
	2015/16	2016/17	2017/18	Target
	95.2	100	94.4	95

SPI 064bK	Public health complaints: medium priority - % attended within 2 working days			
	2015/16	2016/17	2017/18	Target
	95.2	90.6	95.2	95

SPI 064cK	Public health complaints: low priority - % attended within 5 working days			
	2015/16	2016/17	2017/18	Target
	97.8	95.2	95.1	95


What the above data tells us:

The number of high priority public health complaints attended by the next working day fell from maximum performance in 2016/17 to 94.4% in the last reporting year; however, it should be noted that this decline in performance is the result of only one complaint not being attended within timescale.

The percentage of medium priority public health complaints attended within two working days increased by 4.6% in 2017/18 while there was a very small decrease (of 0.1%) in the number low priority public health complaints attended within five working days.

Further information: Inverclyde Council has a duty to investigate and take necessary action on situations which may result in a statutory public health nuisance. Complaints are investigated under powers included in The Environmental Protection Act 1990. During 2017/18, our performance regarding public health complaints was:

Public health complaints: high priority - % attended by the next working day		
No. of high priority complaints received	No. attended by the next working day	%
18	17	94.4
Public health complaints: medium priority - % attended within 2 working days		
No. of medium priority complaints received	No. attended within 2 working days	%
105	100	95.2
Public health complaints: low priority - % attended within 5 working days		
No. of low priority complaints received	No. attended within 5 working days	%
489	465	95.1

If you need help or information about a public health nuisance, call the Council on 01475 717171, email customerservice@inverclyde.gov.uk or complete an on-line form  [Contact Us Form](#).

d. Indicator details: Roads

SPI 067aK	Roads: customer satisfaction surveys completed			
	2015/16	2016/17	2017/18	Target
	0	9	9	9

SPI 067bK	Roads: % of carriageways reconstructed/resurfaced			
	2015/16	2016/17	2017/18	Target
	7.7	7	4.6	7.4

SPI 067cK	Roads: % of footways reconstructed/resurfaced			
	2015/16	2016/17	2017/18	Target
	1.1	2.5	3.9	0.8

SPI 067dK	Roads: gullies emptied per year			
	2015/16	2016/17	2017/18	Target
	8,870	13,918	12,683	8,000

What the above data tells us:

The number of customer satisfaction surveys carried out in 2017/18 is in line with the target for this measure.

The percentage of carriageways reconstructed/resurfaced fell (by 2.4%) because the final year of the five year Roads Asset Management Programme's (RAMP) budget was concentrated on footway resurfacing, as planned. Consequently, we saw an increase (of 1.4%) in the percentage of footways that we reconstructed/resurfaced in the last year; this means that the performance of this measure is well above target as a result of the completion of the RAMP on footways.

Following a sharp rise in 2016/17, the number of gullies that we emptied during 2017/18 fell by around 1,200; despite this decrease, however, the number of gullies emptied in the last reporting year is still an improvement of more than 40% from two years ago.

Further information: We recognised that the previous roads customer satisfaction questionnaires did not provide the qualitative and quantitative information we required to improve service delivery. A review of the survey process was therefore carried out with a view to enhancing customer engagement and improving the return rate for the questionnaires. A number of high profile, high spend projects were identified to test the refreshed process. A total of nine surveys were issued during 2017/18. The returned questionnaires provided positive feedback with 80% of respondents indicating that they were satisfied with the service provided. We will now consider suggestions made by our customers with a view to making further improvements to service delivery.








Historically, the Inverclyde area had a high percentage of roads requiring maintenance treatment. The Council therefore made roads maintenance a priority, funded by significant three year investment which started in 2013/14. We also prepared and implemented an asset investment strategy and allocated £17 million over three years as the first phase in dealing with the maintenance backlog on the four main asset groups: carriageways, footways, lighting and structures. This funding was subsequently increased to £29 million capital investment in February 2015.

The increased investment in roads has enabled the Council to carry out a substantial programme of resurfacing works and street lighting replacement during the last five years, in addition to carriageway patching works and emergency pothole repairs.

Flooding can have a detrimental impact on local people and businesses and can be caused by a number of factors including blocked gullies. We programme and aim to clean our road gullies annually, however, there are some locations which require additional attention.

Service performance – the education of children

		Status	
Pupil/teacher ratio			
New indicator	Pupil/teacher ratio - primary and secondary schools	to be published in December 2018	
Annual Participation Measure			
New indicator	Annual Participation Measure for 16-19 year olds: % of 16-19 year olds who are participating in education, training or employment	●	amber – small decline and just below target
Attendance rates			
SPI 050aiK	% Attendance rate: primary schools	●	amber – small decline and just below target
SPI 050biK	% Attendance rate: secondary schools	●	amber – small decline and just below target
SPI 050ciK	% Attendance rate: additional support needs schools	●	amber – improved but just below target
Attainment - S5			
SPI 052diK	% of pupils achieving one pass at Level 6 by the end of S5	●	green – improved
SPI 052eiK	% of pupils achieving 3 passes at Level 6 by the end of S5	●	green – improved
SPI 052fiK	% of pupils achieving 5 passes at Level 6 by the end of S5	●	green – improved

		Status	
Attainment - S6			
SPI 052giK	% of pupils achieving 3 passes at Level 6 by the end of S6		amber – small decline but just below target
SPI 052hiK	% of pupils achieving 5 passes at Level 6 by the end of S6		green – improved
SPI 052iiK	% of pupils achieving one pass at Level 7 by the end of S6		amber – small decline and below target
School exclusions			
	Exclusions from school per 1,000 pupils: primary schools		red – declined
	Exclusions from school per 1,000 pupils: primary school pupils who are looked after		red – declined
	Exclusions from school per 1,000 pupils: secondary schools		red – declined
	Exclusions from school per 1,000 pupils: secondary school pupils who are looked after		red – declined

a. Indicator details: Pupil/teacher ratio

Pupil/teacher ratio: primary and secondary schools			
2015/16	2016/17	2017/18	Target
1:13.5	1:13.5	to be published in December 2018	13.5

What the above data tells us:

The pupil/teacher ratio for primary and secondary schools was unchanged between 2015/16 and 2016/17; the performance of this measure was also on target for 2016/17. The 2017/18 figure for this indicator will be published in December 2018.

Further information: The national target for pupil/teacher ratios across primary and secondary sectors combined is 1:13.4. When taken together, Inverclyde's pupil/teacher ratio was 1:13.5 in 2016/17 (including additional educational needs schools). An improvement is indicated by having a small number for this measure i.e. it is positive to have a smaller number of pupils per teacher. A national target has been set to maintain the level of teachers in schools, in line with the Parliament's commitment to maintain high levels of teachers.

b. Indicator details: Annual Participation Measure

Annual Participation Measure for 16-19 year olds: % of 16-19 year olds who are participating in education, training or employment			
2016	2017	2018	Target
91.2	91.9	91.6	92

What the above data tells us:

Between 2017 and 2018, the figure for this measure decreased slightly (by 0.3%); however, this is still higher (by 0.4%) than in 2016 and lower (by 0.4%) than target.

Additionally, during the last reporting year, Inverclyde's figure was 0.2% below the Scottish average of 91.8%; this means that we are positioned joint 20th out of the 32 Scottish Local Authorities for this measure.

Further information: The aim is to increase the participating figure, reduce the non-participating figure and reduce the number of 16-19 year olds whose status is unconfirmed. Inverclyde's performance in comparison to the national figures is:

	Inverclyde		Scotland	
	Year	% of 16-19 year olds	Year	% of 16-19 year olds
Participating in education, training or employment	2016	91.2	2016	90.4
	2017	91.9	2017	91.1
Non-participating	2016	4.7	2016	4

	Inverclyde		Scotland	
	Year	% of 16-19 year olds	Year	% of 16-19 year olds
	2017	3.9	2017	3.7
	2018	4.2	2018	3.4
Unconfirmed status	2016	4.1	2016	5.6
	2017	4.1	2017	5.3
	2018	4.2	2018	4.7

It should be noted that, in 2018, the main issue is around the 18 and 19 year old age groups:

- a reduction of 0.2% in the number of 18 year olds participating
- a reduction of 1.2% in the number of 19 year olds participating
- an increase of 1.6% in the number of 19 year olds not participating
- an increase of 0.7% in the number of 18 year olds reporting as unconfirmed.

Additional information on the Annual Participation Measure 2018 figures is available from a report submitted to the meeting of the Inverclyde Alliance Board on 1 October 2018: [Inverclyde Alliance Board - meeting on 1 October 2018](#) (agenda item 16).

c. Indicator details: Attendance rates

SPI 050aiK	% Attendance rate: primary schools			
	2015/16	2016/17	2017/18	Target
	94.8	94.2	93.8	95

SPI 050biK	% Attendance rate: secondary schools			
	2015/16	2016/17	2017/18	Target
	91.1	90	89.6	92

SPI 050ciK	% Attendance rate: additional support needs schools			
	2015/16	2016/17	2017/18	Target
	91	90.1	91.8	93

What the above data tells us:

Attendance at primary schools dropped very slightly (by 0.4%) between 2016/17 and 2017/18. Although there was a very small reduction (of 0.4%) in the performance of the secondary schools attendance rate, the figure is still high at almost 90%. There was an increase (of 1.7%) in attendance by pupils at additional support needs schools.

Further information: Pupil attendance at school is a priority for the Council and robust monitoring and recording systems are in place to maximise attendance in our educational establishments.

d. Indicator details: S5 attainment

SPI 052diK	% of pupils achieving one pass at Level 6 by the end of S5		
2015/16	2016/17	2017/18	Target
58.3	56.65	61.5	57

SPI 052eiK	% of pupils achieving 3 passes at Level 6 by the end of S5		
2015/16	2016/17	2017/18	Target
30.5	33.5	35	34

SPI 052fiK	% of pupils achieving 5 passes at Level 6 by the end of S5		
2015/16	2016/17	2017/18	Target
13	13.9	16.1	14

What the above data tells us:

Between 2016/17 and 2017/18, there was an improvement with all the indicators used to measure the attainment of our S5 pupils; additionally, the targets were exceeded for the three measures.

Further information: While we continue to report on the indicators which measure the attainment of our S5 pupils, national comparisons are now benchmarked differently so it is no longer possible to also provide the Scotland-wide figures.

e. Indicator details: S6 attainment

SPI 052giK	% of pupils achieving 3 passes at Level 6 by the end of S6			
	2015/16	2016/17	2017/18	Target
	42.8	43.4	43	44

SPI 052hiK	% of pupils achieving 5 passes at Level 6 by the end of S6			
	2015/16	2016/17	2017/18	Target
	28.9	28.7	31	29

SPI 052iiK	% of pupils achieving one pass at Level 7 by the end of S6			
	2015/16	2016/17	2017/18	Target
	18.1	18.6	17.3	19

What the above data tells us:

Between 2016/17 and 2017/18, the number of S6 pupils achieving three passes at Level 6 fell slightly (by 0.4%); there was also a small decrease (of 1.3%) in the number of S6 pupils achieving one pass at Level 7. Meanwhile, the number of pupils achieving five passes at Level 6 by the end of S6 rose by 2.3%.

Further information: While we continue to report on the indicators which measure the attainment of our S6 pupils, national comparisons are now benchmarked differently so it is no longer possible to also provide the Scotland-wide figures.

f. Indicator details: School exclusions

Exclusions from school per 1,000 pupils: primary schools			
2015/16	2016/17	2017/18	Target
1.3	2.7	5	-

Exclusions from school per 1,000 pupils: primary school pupils who are looked after			
2015/16	2016/17	2017/18	Target
18.7	10	10.9	-

Exclusions from school per 1,000 pupils: secondary schools			
2015/16	2016/17	2017/18	Target
28.2	35.8	45.6	-

Exclusions from school per 1,000 pupils: secondary school pupils who are looked after			
2015/16	2016/17	2017/18	Target
95.7	108.9	126.1	-

What the data tells us:

Between 2016/17 and 2017/18, there were increases in the number of pupils excluded from primary and secondary schools.

SEEMiS (the education management information system) was replaced by the Business Intelligence module which was not able to provide historical exclusion figures for looked after children. However, for 2017/18, information is available which enables a higher degree of scrutiny of school exclusions, attendance and progress for looked after children.

Further information:

Inverclyde had achieved significant year-on-year reductions in school exclusions and we have consistently been below the Scottish average for these indicators. To achieve this aim, we embedded the GIRFEC Champions approach in all schools. Following the implementation of an Education Planning Conference in May 2017, improving outcomes for looked after children, including improving attendance and reducing exclusions, is now a priority in the Education Services' and individual establishments' Improvement Plans.

Inverclyde's Positive Relationships, Positive Behaviour (PRPB) Policy has recently been reviewed and amended to take account of national advice and the implementation of The Children and Young People (Scotland) Act 2014 (GIRFEC).

Service performance – waste management services

		Status
SPI 072aS	Refuse: net cost in £ of refuse collection per premise (combined domestic, commercial and domestic bulky uplift)	not available
SPI 072bS	Refuse: net cost in £ of refuse disposal per premise	

a. Indicator details: Waste

SPI 072aS	Refuse: net cost in £ of refuse collection per premise (combined domestic, commercial and domestic bulky uplift)			
	2015/16	2016/17	2017/18	Target
	39.98	34.91	to be confirmed in January 2019	-

SPI 072bS	Refuse: net cost in £ of refuse disposal per premise			
	2015/16	2016/17	2017/18	Target
	82.79	94.45	to be confirmed in January 2019	-

What the data tells us:

The 2017/18 figures for these indicators will be confirmed when the LGBF 2017/18 information is published by the Improvement Service in January 2019. At that time, Inverclyde Council's performance for these indicators compared to other Scottish Councils will also be available. A report on the LGBF 2017/18 will be submitted to the 26 March 2019 meeting of the Policy and Resources Committee.

Further information: Until 2012/13, the waste indicators measured the gross cost of refuse collection and disposal per premise. However, from 2013/14, the data also measures the net cost of service provision per premise which takes account of income generated.

Historically, using gross costs only did not provide a true assessment of the overall cost of providing waste collection and/or disposal services. It also failed to recognise that waste management has the potential to generate significant income for local authorities and that Councils' performance in this area is equally as important in managing costs.

In 2017/18, the number of premises for refuse collection (household and commercial) in Inverclyde was 39,540.

To find out more about recycling and waste collection services in Inverclyde, visit: [Recycling and Waste](#).

Inverclyde Council's Statutory and Key Performance Indicators Annual Report 2017/18

Local Government Benchmarking Framework Indicators

Inverclyde Council has a statutory duty to capture and record how well it performs in relation to a wide range of performance information. Our performance, as set out in Audit Scotland's SPIs Direction 2015 under SPI 1 and SPI 2, is presented in Appendix 1.

The other component of the SPIs Direction is the Local Government Benchmarking Framework (LGBF) indicators, details of which will be published by the Improvement Service in January 2019, including the Council's ranking in comparison to the other Scottish local authorities. In the meantime, however, the performance data submitted to the Improvement Service to allow them to compile the LGBF indicators is included in this Appendix.

The status column indicates whether performance is considered to be:

green – performance improved

amber – within tolerance






red – performance declined.

Under SPI 3, the LGBF figures provided by the Council are contextual information used by the Improvement Service to calculate the final indicators. On that basis, therefore, it is not considered appropriate to include in this Appendix performance information regarding the following indicators:

Sport and Leisure Management C&L 1 10	All pools: number of attendances. This figure is used to calculate the cost per attendance.
Sport and Leisure Management C&L 1 10	Attendance at indoor sports facilities, excluding pools in a combined complex: number of attendances. This figure is used to calculate the cost per attendance.
Refuse collection - ENV1, 1a, 2, 2a 23 a	Number of premises for refuse collection (household and commercial). This figure is used to calculate the cost per premise.

Local Government Benchmarking Framework Indicators

		Status	
Sickness absence			
CORP 6 1 a	Sickness absence: the average number of working days per employee lost through sickness absence - Inverclyde Council teachers	●	green – performance maintained
CORP 6 1 b	Sickness absence: the average number of working days per employee lost through sickness absence - all other Inverclyde Council employees	●	red – small improvement but above target
Equal opportunities			
CORP 3b 2	Equal opportunities policy: the % of the highest paid 5% among Inverclyde Council employees that are women (excluding teachers)	●	green – improved
Corp 3C	Equal opportunities policy: the gender pay gap between the average hourly rate of pay for male and female Inverclyde Council employees	●	amber – improved but above target
Council Tax			
CORP 4 5 a	Council Tax: collection - cost of collecting Council Tax in £ per dwelling (all dwellings, not just chargeable)	●	green – small decline but target exceeded
CORP 7 6 a	Council Tax: income due in £ for the year excluding reliefs and rebates	●	green – improved
CORP 7 6 b	Council Tax income: % of income due for the year that was received by the end of the year	●	green – improved

Payment of invoices			
CORP 8 7	Payment of invoices: % of invoices sampled and paid within 30 days		green – improved
Asset management			
CORP ASSET 1 & 2 8 a	Asset management: gross internal floor (GIA) area of operational buildings - % proportion of the GIA that is in a satisfactory condition		green – improved
CORP ASSET 1 & 2 8 b	Asset management: operational buildings - % that are suitable for their current use		green – improved
Museum services			
C&L 3 11 a	Museum services: number of visits to/usages of Inverclyde Council-funded or part-funded museums		amber – declined and below target
Use of libraries			
C&L 2 12 a	Use of libraries: number of visits to libraries		green – improved

a. Indicator details: Sickness absence

CORP 6 1 a	Sickness absence: the average number of working days per employee lost through sickness absence - Inverclyde Council teachers			
	2015/16	2016/17	2017/18	Target
	5.5	5.2	5.2	9

CORP 6 1 b	Sickness absence: the average number of working days per employee lost through sickness absence - all other Inverclyde Council employees			
	2015/16	2016/17	2017/18	Target
	9.5	10.9	10.6	9

What the above data tells us:

The data shows that the sickness absence rate for teachers is unchanged from 2016/17; the figure of 5.2 days is our best since 2008/09. The performance of this measure during the last two reporting years resulted in the target being exceeded by 3.8 days.

Meanwhile, although sickness absence for all other Inverclyde Council employees fell by 0.3 days, the performance of this indicator was 1.6 days more than the target during 2017/18.

Inverclyde Council's performance for these indicators compared to other Scottish Councils will be published in January 2019.

Further information: Employee costs form a large proportion of the Council's budget and it is recognised that high levels of absence represent a significant cost that the Council must reduce. Through robust absence management procedures, the Council is endeavouring to support employees and reduce the level of absence. The Council works closely with its occupational health provider to ensure that absent employees are given the necessary support to enable them to return to work as soon as possible. Musculoskeletal issues and mental health-related illness represent the largest percentage of absence within the Council. Strategies are in place to have employees with these issues

fast-tracked to HR so that support can be provided as quickly as possible. We also have an on-line supporting attendance form which has made the escalation of absence cases to HR more efficient and easier for Council Services.

In addition to the above, the Council has undertaken a targeted response to absence management where areas of concern have been identified; this has ensured attendance management has been brought to the top of the agenda in a variety of ways:

- real time information is available to managers via the fully automated HR/Payroll system;
- HR produce and distribute attendance information at regular intervals by section, establishment and employee;
- the Local Negotiating Committee for Teachers and head teachers' meetings are attended by HR where attendance is discussed;
- attendance is an established item at the Trades Union Liaison meetings and HR attends Directorate Management Team meetings on a regular basis to discuss this; and
- training on supporting attendance includes lunch time drop-in type meetings, where managers can meet an HR representative to discuss attendance issues.

As a Council, we have moved to electronic data collection and extract all statistics from the Council's HR/Payroll management system. A challenging absence rate of nine work days per full-time equivalent employee has been set and the Council continues to work to improve absence rates. Council Services have been given access to absence reports which allow them to monitor absence on a continuous basis, ensuring Services take ownership of absence. Directorates are also sent quarterly absence information as part of their quarterly Workforce Information Activity Reports.

Maximising employee attendance is a key area of focus in the People and Organisational Development Strategy 2017/20 which was approved by the Policy and Resources Committee on 20 September 2016. To view the Strategy, visit: [People and Organisational Development Strategy 2017/20](#) (agenda item 19). Additionally, our Managing Attendance Policy was reviewed last year to reflect legislative changes and best practice and the refreshed Supporting Employee Attendance Policy was approved by the same Committee on 20 June 2017; to view the document, visit: [Supporting Employee Attendance Policy](#) (agenda item 22).

b. Indicator details: Equal opportunities policy

CORP 3b 2	Equal opportunities policy: the % of the highest paid 5% of earners among Inverclyde Council employees that are women (excluding teachers)			
	2015/16	2016/17	2017/18	Target
	53.2	52.9	53.9	50.6

CORP 3c	Equal opportunities policy: the % gender pay gap between the average hourly rate of pay for male and female Inverclyde Council employees			
	2015/16	2016/17	2017/18	Target
	10.89	9.3	8.7	-

What the above data tells us:

There was an increase of 1% in the percentage of Inverclyde Council employees who are female and in the top 5% of earners. In 2017/18, the number of females in the top 5% of earners increased by two to 110.


The second equal opportunities indicator was introduced by the Improvement Service for 2015/16. The data shows that the Council's gender pay gap fell by 0.6% in 2017/18.

Inverclyde Council's performance for these indicators compared to other Scottish Councils will be published in January 2019.

Further information: The gender pay gap indicator was introduced to the Local Government Benchmarking Framework to provide a broader view of the gender pay balance across all employees in the Council, as well as a better representation of the progress Scottish local authorities are making in improving equality outcomes. Ultimately, this measure will replace indicator CORP3b; in the meantime, however, during the transition period, the data for both is still required to be reported to the Improvement Service.

The reason for the change in our gender pay gap figure between 2016/17 and 2017/18 is that, when the male/female employee ratio changes into higher/lower grades by gender, the male/female average hourly rate also changes which has a positive or negative impact on the gender pay gap. Additionally, in 2017/18, the average hourly rate for male employees changed from the previous year at £14.93 (an increase of £0.09) while the corresponding rate for female employees increased slightly more during the same period, rising from £13.46 to £13.63 (an increase of £0.17).

In 2017, the Scottish gender pay gap was 16% while the United Kingdom figure remained at 18%. However, no target has been set for gender pay gaps. Organisations like Inverclyde Council are required to produce an annual Gender Pay Gap Report and explore any grade issues which emerge. These are often reasons for such issues including, for instance, cases when new employees from one gender are usually appointed to particular posts at the starting point of a grade; examples of such posts include catering and cleaning appointments.

Following approval by the Policy and Resources Committee on 21 March 2017, the Council published its Mainstreaming Report, Progress on Equality Outcomes and Equal Pay Report 2017; to view the information, visit  [Equality and diversity](#).

c. Indicator details: Council Tax

CORP 4 5 a	Council Tax: collection - cost of collecting Council Tax in £ per dwelling (all dwellings, not just chargeable)			
	2015/16	2016/17	2017/18	Target
	12.15	12.60	12.73	16.00

CORP 7 6 a	Council Tax: income due in £ for the year excluding reliefs and rebates			
	2015/16	2016/17	2017/18	Target
	28,130,547	28,698,299	29,958,870	-


CORP 7 6 b	Council Tax income: % of income due for the year that was received by the end of the year			
	2015/16	2016/17	2017/18	Target
	95.1	95.3	95.5	94

What the above data tells us:

The data shows that, although there was a marginal increase (£0.13) in the cost of collecting Council Tax, performance was still better than target. The performance of the indicator which measures the Council Tax income due improved during the last reporting year; the amount of income due for the year excluding reliefs and rebates increased by £1,260,571 between 2016/17 and 2017/18.

There has been a year-on-year increase in the percentage of Council Tax collected, rising from 95.1% in 2015/16 to 95.5% - the highest ever level - in 2017/18; this improvement resulted in the indicator exceeding its target for the last reporting year.

Inverclyde Council's performance for these indicators compared to other Scottish Councils will be published in January 2019.

Further information: The percentage of Council Tax income received by the end of the year is an area that is constantly monitored and reported in progress reports on the Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2016/19; to view the Plan, visit  [ERR CDIP Review](#) (agenda items 4 and 4a). Performance is consistently under review and fresh initiatives implemented where it is identified that collection levels could be improved.

It is pleasing to note that, during 2017/18, the number of eligible dwellings in Inverclyde increased by 724 to 39,540; the increase is mainly attributable to new build properties in the area.

d. Indicator details: Payment of invoices

CORP 8 7	Payment of invoices: % of invoices sampled and paid within 30 days		
2015/16	2016/17	2017/18	Target
96.48	96.64	97.1	95

What the above data tells us:

The data shows there was an increase of 0.46% in the number of invoices paid within 30 days in 2017/18; this meant that the target was exceeded during the last reporting year.

Inverclyde Council's performance for this indicator compared to other Scottish Councils will be published in January 2019.

Further information: The Council is constantly looking to see where it can improve efficiency and this is an area where we have made efficiencies, for example, the Creditors' Team has reduced in size as Council Services and Finance work together to maintain performance.

This information is reviewed annually through the Directors of Finance performance indicators. Performance is also monitored on a monthly basis and reported in progress reports on the Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2016/19; to view the Plan, visit [ERR CDIP Review](#) (agenda items 4 and 4a).

Our focus is to maintain performance and look to see where we can improve payment times to local suppliers to 20 days rather than the statutory 30 days. While this will not make a difference to this indicator, it will improve cash flow to local businesses.

e. Indicator details: Asset management

CORP ASSET 1 & 2 8 a	Asset management: gross internal floor (GIA) area of operational buildings - % proportion of the GIA that is in a satisfactory condition			
	2015/16	2016/17	2017/18	Target
	89.8	91.1	91.4	92

CORP ASSET 1 & 2 8 b	Asset management: operational buildings: % that are suitable for their current use			
	2015/16	2016/17	2017/18	Target
	90	90.2	92.4	90

What the above data tells us:

The data shows there has been a year-on-year improvement in both the proportion of the internal floor area of operational buildings that is in a satisfactory condition and the number of operational buildings that are suitable for their current use.

Inverclyde Council's performance for these indicators compared to other Scottish Councils will be published in January 2019.

Further information: As outlined in the following table, only a very small number (10) of the Council's buildings were not suitable for their current use in 2017/18:

Operational buildings: % that are suitable for their current use		
Total no. of operational buildings	No. of operational buildings that are suitable for their current use	%
131	121	92.4


Over recent years, condition surveys have been carried out on the majority of the Council's operational property portfolio. On receipt of these surveys, all essential/urgent works were completed and a programme of planned maintenance established. The Council is continuing with the upgrade of its school estate, with the completion of St Ninian's Primary School and the new Glenpark Early Learning Centre. Full refurbishment of the former Strone office has also been completed and now houses the new Glenbrae Children's Centre. Additionally, full refurbishment of Moorfoot Primary School is complete, together with the full refurbishment and extension of Lady Alice Primary School.

The Office and Depot Rationalisation Programme continues, with the recent sale of 40 West Stewart Street, Greenock. Complete refurbishment of the former Education Headquarters and Drummer's Close was also carried out in 2017/18 while the ongoing rationalisation of the Council's whole estate will continue until most, if not all, operational properties fall within a 'satisfactory condition'.

The suitability of operational accommodation is measured through the use of questionnaires. Questionnaires are issued to all occupiers, as they are best placed to advise on the suitability of the property for their Council Service. The questionnaires are broken down into sections which analyse a number of factors and Council Services are asked to grade each question. All properties receiving an overall 'A' or 'B' rating are considered suitable; those with a 'C' or 'D' rating are not. During 2017/18, the Council's property portfolio, broken down by those ratings, was:

Rating	No. of properties
A	81
B	40
C	7
D	3
Total	131

Once questionnaires are returned from service users, the appropriate overall percentage of properties suitable for their current use is calculated. New questionnaires are issued every five years, or earlier if there has been a significant change to the property or if the service user changes. The questionnaires were compiled following discussion with other Scottish councils therefore all returns should be on roughly the same basis. Results are also benchmarked at the Association of Chief Estates Surveyors' meetings.

The Council's strategy for managing and modernising our property assets can be viewed here:  [Corporate Asset Management Strategy 2016/18](#) (agenda item 20).

f. Indicator details: Museum services

C&L 3 11 a	Museum services: number of visits to/usages of Inverclyde Council-funded or part-funded museums		
2015/16	2016/17	2017/18	Target
78,506	70,256	57,053	65,000


What the above data tells us:

During the last reporting year, the number of visits to the McLean Museum fell by just over 13,000; this is perhaps unsurprising given that the Museum was closed for

Inverclyde Council's performance for this indicator compared to other Scottish Councils will be published in January 2019.

Further information: Museum visits/usage includes:

- visits by members of the public, including group visits and schools visits;
- enquiries (through whatever medium, such as online) that mean the public gain knowledge from/about the Museum collections; and
- outreach visits by Museum staff to specific audiences.

As part of the McLean Museum's Service Plan, there has been considerable investment of time and effort in expanding the online presence of the Museum's collections, giving access to enquirers worldwide. The Museum's online collections can be viewed here:  [McLean Museum Collections Online](#).

g. Indicator details: Use of libraries


C&L 2 12 a	Use of libraries: number of visits to libraries			
	2015/16	2016/17	2017/18	Target
	419,720	418,079	428,785	423,000

What the above data tells us:

During the last reporting year, there was an increase of almost 11,000 in the number of visits to Inverclyde libraries; this means that the target for this measure was comfortably exceeded in 2017/18.

Inverclyde Council's performance for this indicator compared to other Scottish Councils will be published in January 2019.

Further information: The Council's library staff work hard to encourage people to visit local libraries. We are therefore pleased to see the improvement of almost 11,000 visitors since 2016/17. During the last reporting year, we increased the number and range of events and activities on offer, for example, author visits, drop-in IT sessions, children's activities, and a well-attended event in the Central Library as part of the *Get it Loud in Libraries* programme. We also worked with Macmillan Cancer Support to assist with cancer information provision; offered *Chatty Café* sessions to help reduce social isolation; and hosted an orientation day for our New Syrian Scots to introduce them to library services. Additionally, we saw an increase in visits to libraries regarding Universal Credit as it now requires online access.

To find out more about the wide range of services offered by Inverclyde libraries, visit  [Libraries](#).

Report To:	Policy and Resources Committee	Date:	13 November 2018
Report By:	Louise Long Corporate Director, (Chief Officer) Inverclyde HSCP	Report No:	PR/31/18/LL/AH
Contact Officer:	Andrina Hunter	Contact No:	715285
Subject:	HSCP Advice Service Biennial Report 2016-18		

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Policy and Resources Committee on the activities of Inverclyde HSCP Advice Service highlighting the different ways social security benefit, money and debt advice, and assistance, has been provided to the citizens of Inverclyde.

2.0 SUMMARY

- 2.1 The Advice Services Team is firmly embedded within Inverclyde HSCP delivering support by way of free advice, assistance and representation in relation to income maximisation, money and debt issues, and the provision of Social Security Tribunal representation for all those requiring such a service across the community of Inverclyde.
- 2.2 For the reporting period 1st April 2016 to 31st March 2018, Inverclyde HSCP Advice Service facilitated 6804 Advice Worker face-to-face client appointments, provided 1866 debt interventions, and represented at 1624 social security appeal Tribunals, securing a collective financial gain of £9,260,492 for citizens of Inverclyde.

3.0 RECOMMENDATIONS

- 3.1 The Policy and Resources Committee is asked to note the content of the Biennial Report for 2016/18.

**Louise Long
Corporate Director (Chief Officer)
Inverclyde HSCP**

4.0 BACKGROUND

- 4.1 Inverclyde HSCP Advice Services provides social security benefit advice, money and debt advice, welfare rights Tribunal representation, and referral on to other specialist advice providers in Inverclyde where required, and is predicated on a rights-based perspective that helps tackle and alleviate the effects of poverty and debt in the Inverclyde community.
- 4.2 Inverclyde HSCP Advice Service has a direct role in helping to improve the quality of life and wellbeing of people living in Inverclyde by addressing the material socioeconomic circumstance of individuals that underpin sustainable health improvements.
- 4.3 Key outcomes for the period April 1st 2016 to March 31st 2018 include:
- 23,644 Advice First calls handled and 6804 scheduled face-to face appointments made;
 - 1866 debt interventions addressing a level of debt of £6,670,000;
 - 1624 scheduled Appeal Tribunals with 73% of outcomes in the client's favour;
 - 782 clients affected by cancer supported, securing £2,832,366 in additional entitlement;
 - 722 vulnerable outreach clients (addictions, homelessness, and mental health engaged with;
 - £9,260,462 confirmed financial gains as a result of the combined activities of Inverclyde HSCP Advice Services.
- 4.4 In addition to the continued challenges presented by the continued roll out of Full Service Universal Credit in Inverclyde, the Scotland Act 2016 has transferred new social security powers to the Scottish Parliament allowing Scottish Ministers the opportunity to develop social security policies that can help address issues of inequality and poverty. A Social Security agency for Scotland has been established and a mechanism for paying a Carer's Allowance Supplement is in place. During the course of the next twelve months, further policy will be formulated relating to a Young Carer's Grant, Best Start Grant, and Funeral Expense Assistance all to be rolled out in 2019. Longer term reform will include assessment procedures for disability and ill-health benefits.

Inverclyde HSCP Advice Services will look to make a positive contribution to the process of designing the landscape of the social security system in Scotland over the next period.

5.0 IMPLICATIONS

Finance

- 5.1 No finance implications

Financial Implications:

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

Annually Recurring Costs/ (Savings)

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

Legal

5.2 No implications

Human Resources

5.3 No implications

Equalities

5.4 Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
X	NO – An EQIA is not required as this is an annual report

Repopulation

5.5 No implications

6.0 CONSULTATIONS

6.1 The report has been prepared by the Chief Officer of Inverclyde Health and Social Care Partnership (HSCP) after due consideration with relevant senior officers in the HSCP.

7.0 LIST OF BACKGROUND PAPERS

7.1 None.

HSCP Advice Services

Biennial Report
2016/2018

The right advice
From the right person
At the right time



INVERCLYDE'S ONE-STOP
SHOP FOR BENEFIT ADVICE
AND SPECIALIST WELFARE
RIGHTS AND MONEY ADVICE

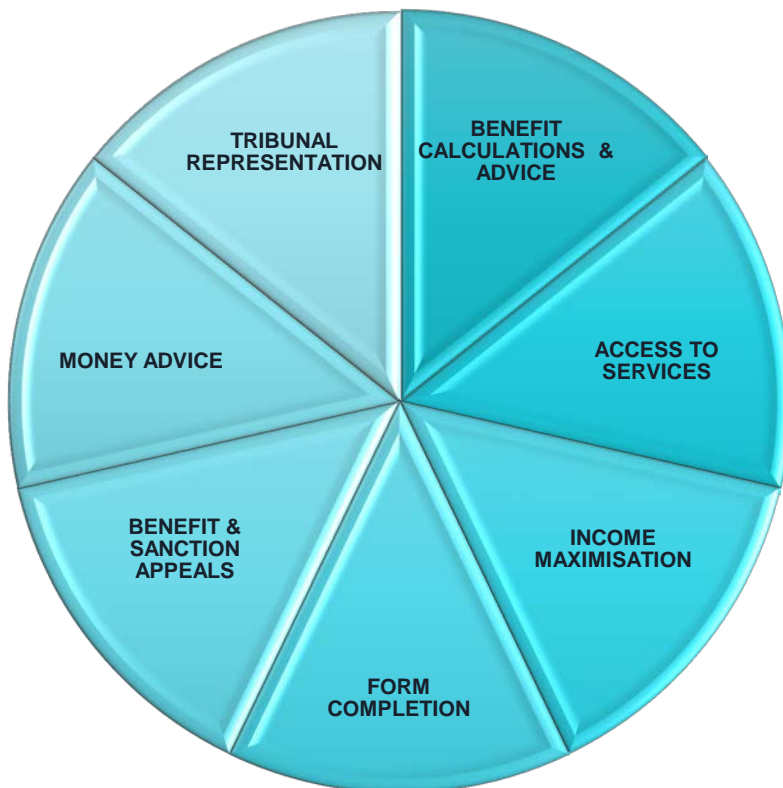
INTRODUCTION

Inverclyde HSCP Advice Service providing money advice, benefits advice and welfare rights representation, is predicated on a rights-based perspective that contributes to the alleviation of poverty and effects of debt in the community.

It plays a vital role in working to protect the well-being of vulnerable claimants and consumers; and also supports the wider Inverclyde economy by ensuring residents receive the support they require during these times of change and uncertainty.

The challenges facing Inverclyde residents are diverse and vary from the effects of continuing austerity, growing reliance on personal debt and continued welfare reform.

The provision of an effective one stop, holistic advice service is an effective method of delivering advice and is relevant to the statutory duty of Inverclyde Council to deliver advice and assistance to promote the social welfare of Inverclyde residents.



Background

This is the second report of Inverclyde HSCP Advice Services.

The Report covers a two year period from 1st April 2016 to 31st March 2018.

It builds on much of the information presented in the first Annual Report in 2015/2016.

BENEFIT & SANCTION APPEALS
BENEFIT CALCULATIONS & ADVICE

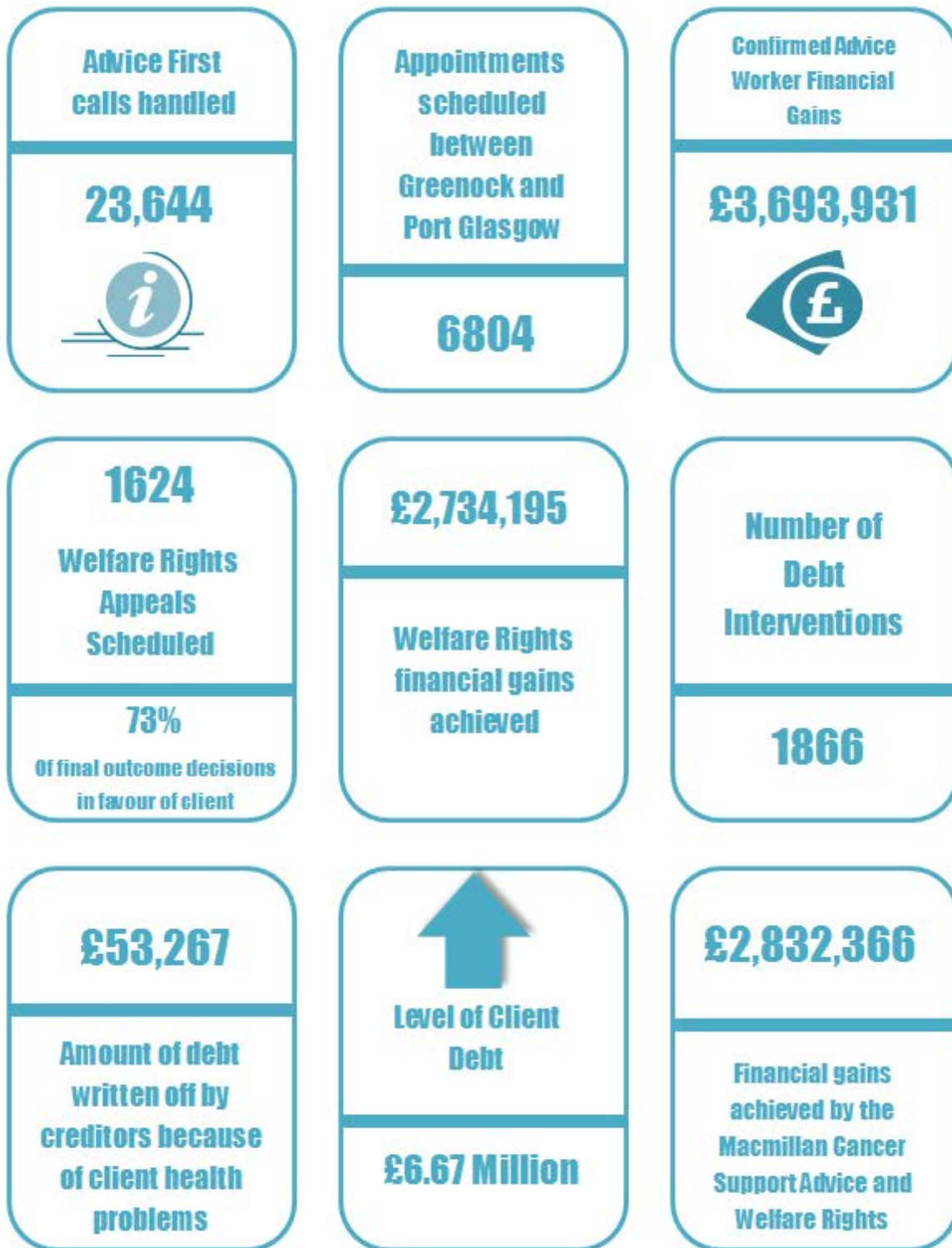
FORM COMPLETION

ACCESS TO SERVICES



INCOME MAXIMISATION

Advice Service Quick Facts 1 April 2016 – 31 March 2018



Total Confirmed Financial Gains for Advice Services:
£9,260,492

Analysis by Service

Whilst Advice Services is one integrated service, it covers three distinct areas of work:

- ▶ Social Security Advice and Information
- ▶ Welfare Rights Representation
- ▶ Specialist Money Advice Services

All 3 teams are supported by the recent development of an integrated case management system. The system mirrors the model of a single point of access and has allowed Advice Services to refresh and revitalise the way in which we deliver the service, helping mitigate the impacts of rising personal indebtedness and welfare reform.

As well as supporting the provision of an efficient, quality service to users – the system ensures that our service keeps clear, concise

records of advice given and actions taken, and we are able to generate data that allows the monitoring of the types of work undertaken by advisers and the time taken on each case.

The system provides an immediate view of current case numbers to ensure work is fully represented, that advisers work within their capacity, and reports fully on financial gain secured by the service on behalf of clients.

The system has time bound triggers to allow the service to follow up on the outcome of benefit applications, respond to legal deadlines in relation to debt; or to assist clients challenge an adverse social security decision within the statutory timeframes, or respond to a sheriff court summons.



Advice First, Duty Advice Service and Access to Service

The Advice Service telephone helpline, known as Advice First, is the main point of access to Advice Services.

Many of the clients who contact the service often have multiple issues, many of which can be resolved over the telephone, thus either removing the need for an appointment or addressing some of the issues prior to attending an appointment.

To ensure the service is as accessible as possible, there is a monitored email address where referrals are received from other agencies, clients and other HSCP services.

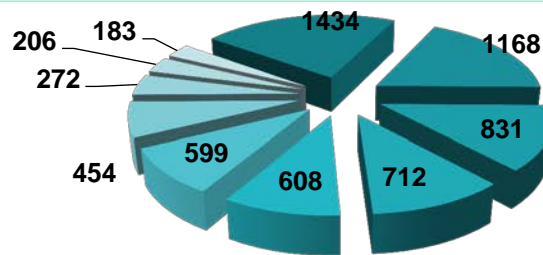
The single biggest role for Advice Workers is related to assistance given in the completion of benefit applications. Given the complexity of the benefit system, claimants often fail to include all the necessary and relevant information required by the Department of Work and Pensions (DWP). Advice Workers are familiar with the claims and decision making process and are aware of what is relevant to an application.

The nature of the support provided by Advice Workers to claimants has changed over the past couple of years, becoming more intensive with

increasing numbers of claimants requiring enhanced levels of ongoing support over many months. The one-off advice intervention is being replaced with the need to remind claimants of the continuing obligations to furnish DWP with information and certificates such as fit notes; of the two stage processes of challenging decisions and the strict statutory time limits involved, and assistance with the long term management of claims in general.

The Advice Service is committed to assisting Inverclyde residents to navigate the welfare benefits system successfully.

Top 10 Enquiry Types



- General Entitlement Enquiries: 1434
- Personal Independence Payment Advice: 1168
- Personal Independence Payment Dispute: 831
- Employment and Support Allowance Dispute: 712
- Universal Credit Advice: 608
- Employment Support Allowance Advice: 599
- Foodbank Referral: 454
- Attendance Allowance Advice: 272
- Universal Credit Dispute: 206
- General Housing Enquiry: 183

Another key aspect of the Advice Service is providing a single point of access for people who need assistance with daily living tasks and require support to maximise their ability to live as independently as possible at home.

This service is available to people living within the community whether alone or as a member of a family. Services include:

- ▶ Homecare
- ▶ Re-ablement
- ▶ Community Alarms
- ▶ Tele-healthcare
- ▶ Respite at Home

The routes available to access services are currently under review and may be subject to change over the coming months.

Specialist Money Advice

HSCP Money Advice provides a holistic service for residents of the Inverclyde area and is the only service which acts as a gateway for consumers who are seeking access to statutory debt remedies such as the Debt Arrangement Scheme and Scottish bankruptcy.

Although money advisers can help their clients by securing financial gains for them, unlike the functions of Welfare Rights and advice workers, the primary role of a money adviser is to help consumers become more financially resilient by addressing their problem debt.

They also assist residents to understand their finances better, by drafting financial statements and looking at means of helping them minimise their expenditure and maximise their income.

Importantly they can also assist clients with the now well established relationship between unmanageable debt and mental health problems.

“The Royal College of Psychiatrists, for example, has found one in two adults with debt have a mental health problem, noting that debt can cause, and be caused by, mental health problems”.

Seeking debt advice can both help a client’s mental health from getting worse and assist a client to feel more in control of their situation.

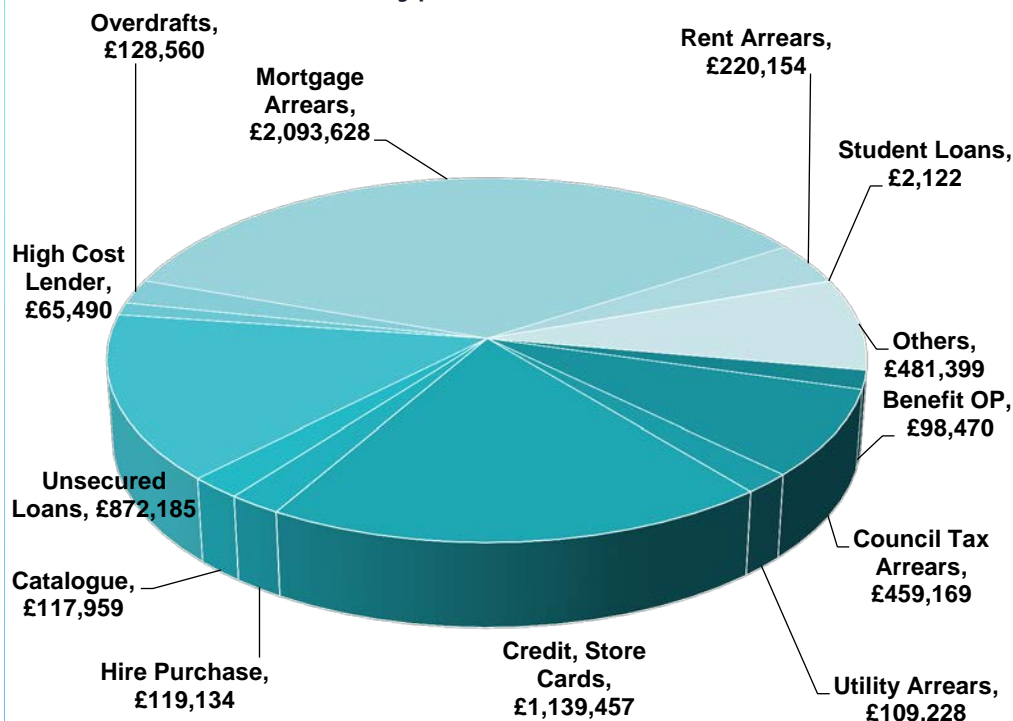
HSCP Money Advice offers client’s access to a free money advice service that can offer a comprehensive package of support options that may otherwise be unavailable to many residents unless willing and able to pay the fees charged in the private sector.

These services include dealing with debts such as benefit overpayments, council tax arrears, and mortgage and rent arrears (when the home is at risk) and normal unsecured, consumer credit debts. The service also provides lay court representation in relation to a number of areas under consumer credit, debt enforcement and personal insolvency legislation.

In 2016-18, HSCP Money Advice opened 591 complex, debt cases, involving Inverclyde residents, many of whom formed parts of households with multiple residents, including children, dealing with £6.67 million of personal debt. The average debt per client was £11,297.21.

The service also made 1,866 interventions on behalf of those clients in relation to their creditors and dealt with £459,168 in council tax arrears. The Financial gains for Inverclyde Council Residents over the 2016-18 period was £2.3 million, with £90,531 of debts being voluntary written off by creditors.

Types of Debts



Welfare Rights

The core task of Welfare Rights is to help claimants prepare for appeal by:

- ▶ Gathering evidence and researching relevant case law
- ▶ Preparing submissions and providing representation for claimants at oral hearings
- ▶ Finding errors of law in the First Tier Tribunal statement of reasons
- ▶ Preparing submissions to and attending hearings before the Upper Tribunal (UT)

The driver of demand for representation is a combination of social security legislative change and DWP policy and practice.

Where appropriate, Welfare Rights Officers also provide representation at the Upper Tribunal (Administrative Appeals Chamber). This is a superior court of record whose decisions are binding so we can contribute to establishing new case law. Appeals to the UT are based

on legal argument only.

Establishing Case Law Precedent

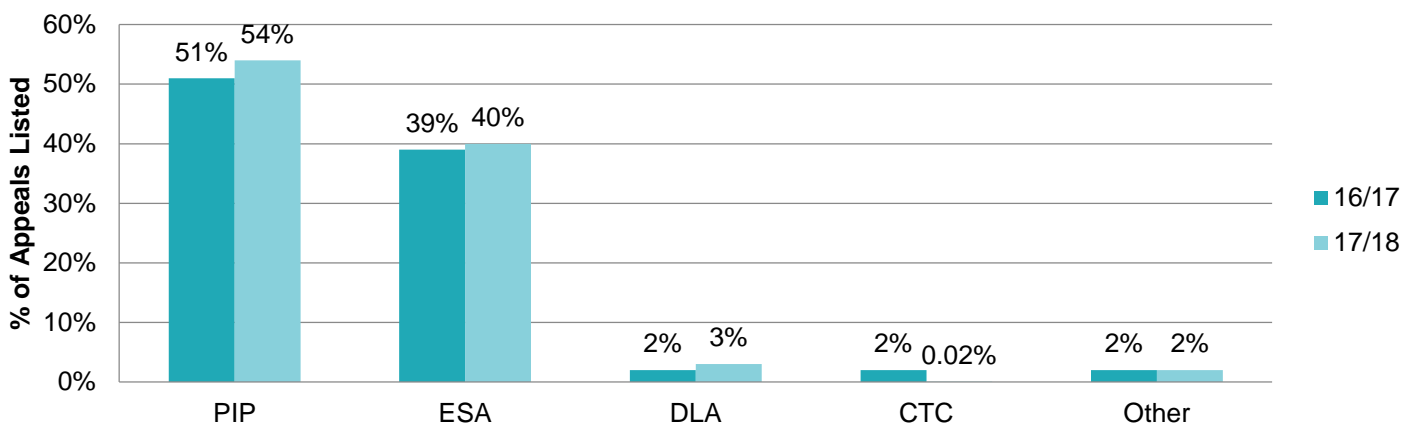
Awards of PIP are based on a points scoring system. DWP held that points could only be awarded for supervision if harm was likely to occur on more than 50% of the time a claimant attempted an activity. For example, DWP would not award points to a claimant with epilepsy for preparing food unless it could be shown that it was more likely than not the claimant would have a seizure each time they cooked a meal. This view was challenged by Inverclyde HSCP Welfare Rights at a three Judge UT hearing held in Edinburgh. The argument made by welfare rights that the correct approach was to focus on the real possibility that harm might occur was accepted by the UT. On 2 November 2017 the Minister of State for Disabled People, Health and Work announced the Government would not look to challenge the decision

One case from Inverclyde HSCP Welfare Rights establishing new case law, increasing PIP entitlement across the UK to the tune of £41,600,000 per year

and issue new DWP guidance to reflect the new case law:

“This will increase entitlement for a number of both new and existing claimants... The Department estimates approximately 10,000 claims will benefit by £70 - £90 per week in 2022/23.” Penny Mordaunt (Minister of State for Disabled People, Health and Work)

Appeal Hearing by Top 4 Benefit Types



Specialist Services

Vulnerable Groups Outreach: Homelessness, Addictions, Mental Health

The impact of Universal Credit on clients of the Homelessness Team quickly proved to be of significant concern in terms of establishing and maintaining claims and securing the correct levels of housing costs.

Given the continuing success of the outreach Advice Worker it was decided to replicate that model in terms of clients affected by homelessness.

Worker post, funded until April 2020, working with clients in the Inverclyde Centre in particular.

Council Anti-Poverty monies have allowed for the creation of a second outreach Advice



Kinship

For the reporting period Welfare Rights continued to provide dedicated support to Kinship.

‘Services for Children and Young people in Inverclyde’:

their income, which has been nationally recognised as a model of good practice.”

The value of this support was recognised in the recently published ‘Care Inspectorate, joint inspection, report on

“The detrimental impact of welfare reform was alleviated for many families through the involvement of welfare rights staff. Of particular note was the work undertaken to maximise



Macmillan Welfare Rights Officer

The work of the HSCP/Macmillan WRO was recognised with the worker being short listed for the final of the prestigious UK Macmillan Excellence Awards held in Birmingham in November 2016. Although not named the overall winner, the worker in reaching the final

was recognised for their ‘vision and commitment that has led to tangible, lasting improvements in the quality of service offered to people with cancer.’



From 2016 to 2018 782 clients were provided with assistance, with £2,832,366 secured.

Healthier Wealthier Children

As part of Inverclyde’s strategy to tackle child poverty and improve lives, Advice Services have continued to deliver the Healthier Wealthier children project.

and families with children under the age of five.

Referrals are received from community and hospital midwives; health visitors and GPs.



The focus is to maximise the income of pregnant women

The links between poverty and ill health are well documented, as are the links between debt and mental health problems.

Advice Services has a clear role in improving the quality of life and wellbeing of people who live in Inverclyde, whilst tackling the inequalities which exist across the area.

As was noted in the 2015/16 Annual Report, partnership between Advice Services and health care providers have the potential to affect system change.

Improving the material socio-economic circumstances of people presenting at primary care can underpin sustainable improvements in health relating to poverty and deprivation. Recognition of the importance of socioeconomic influences on health is a key consideration for ensuring that Advice Services remains firmly entrenched as an integral component in the portfolio of services Inverclyde HSCP has to offer.

This has become an area of particular interest to the Scottish Government which is keen to explore the potential for embedding welfare rights and money advisers within GP practices. A limited number of projects are already established elsewhere in Scotland with independent evaluation demonstrating these services not only address health inequalities, but ease some of the pressures faced by health service providers in some of Scotland's most deprived communities.

With improved financial and social circumstances, patients experienced improved feelings of health and general well-being, and practice staff makes better use of time, focussing on clinical interventions.

Inverclyde HSCP will look to explore the possible application of such a model in Inverclyde in the coming months.



Working in Partnership and to Standards

Inverclyde residents are facing many challenges which may affect their ability to become financially included.

As the UK struggles to recover from the recession and the international banking crisis, there are still existing issues with employment, rising personal debt and sustainability of housing.

This coupled with the reforms to the welfare system, which have already been highlighted, have resulted in profound effects for the Inverclyde population.

All of these challenges have brought about a higher demand on financial inclusion services.

It is, therefore, essential that to give the Inverclyde community the best possible support, Advice Services work in partnership with a range of organisations to explore areas where joined up working can maximise the much needed advice and support.

Financial Inclusion Partnership

Many of these initiatives have been developed through Inverclyde HSCP being the lead for Inverclyde's Financial Inclusion Partnership.

This partnership is made up of a range of public and 3rd sector organisations that are working towards:

- ▶ ***Ensuring that everyone's incoming money is maximised;***
- ▶ ***that they have access to appropriate financial services and products which enable them to manage their money on a day to day basis; and***
- ▶ ***that they can plan for the future and deal effectively with unexpected financial pressures***

The following highlights some of Advice Services' achievements through working with others.

Development of Referral pathways

Discussion with the Council's Revenue and Benefits service revealed through their housing benefits data systems that they were able to identify clients known to them who had been:

- ▶ sanctioned for non-compliance with the DWP conditionality arrangements;
- ▶ those clients who had been negatively affected by the migration from Disability Living Allowance (DLA) to Personal Independence Payments (PIP); and
- ▶ those clients impacted by the benefit cap.

This information is now passed through a secure email, with the client's consent, to Advice Services, who then contact the client to offer support with financial issues and offer advice relating to challenging adverse decisions if appropriate.

This is all underpinned by a robust data sharing agreement between the services.



Inverclyde Delivering Effective Advice and Support Project (I:DEAS)

The Inverclyde Financial Inclusion Partnership was successful in its funding bid for £2.3 million to deliver a 3 year programme, aiming to increase the financial capacity and improve the social inclusion of the most disadvantaged individuals and households in Inverclyde.

The programme will aim to help individuals in workless, lone parent or low income households and will provide

new services to improve financial capability and reduce debt, complementing the current range of core services available locally.

All participants will have an action plan based on their individual needs and a local mentor to support them.

Delivery of the project commenced in September 2017.



Working to National Standards

The Scottish Government has re-launched the Scottish National Standards for Information and Advice Providers (SNSIAP), placing responsibility for the development of a new accreditation and audit model in the hands of the Scottish Legal Aid Board (SLAB).

Inverclyde HSCP Advice Services has submitted an application to SLAB for peer review audit.



Continuing Impacts of Welfare Reform

Findings of the Scottish Governments Annual Report published June 2017, "Welfare Reform (Further Provisions) (Scotland) Act 2012" concluded that as a result of the reduction in welfare spending from the Westminster Government, that by 2020/21 the loss per adult, per annum, in Inverclyde will be £298.

In October 2017, Sheffield Hallam University's Centre for Regional Economic and Social Research, supported by the Joseph Rowntree Foundation produced a further report, 'The Real Level of Unemployment 2017.'

The report presents alternative estimates of the level of unemployment based on a re-working of official ONS and

DWP statistics for every local authority area in England, Scotland and Wales.

In the top 50 districts with the highest rates of real unemployment Inverclyde ranks 9th (highest ranked Scottish Local Authority) with a real unemployment rate of 10.5% of the working population.

Universal Credit Full Roll-out

It was noted in the previous annual report that Universal Credit Full Service (UCFS) roll out was due to commence in Inverclyde on 23 November 2016.

The experience to date has been one of claimants reporting difficulties in communicating with DWP, making even relatively straightforward issues difficult to resolve.

As a consequence of DWP policy at a national level relating to the issue of explicit consent there are now significant barriers to DWP sharing client information with Advice Services, when acting on behalf of a client, making meaningful engagement with DWP at times problematic.

As UCFS continues to roll out in Inverclyde it will be important to ensure Advice Services has the capacity to absorb the additional demands arising from that roll out. In December 2017 approximately 3760 (34%) households claimed UC, around 7,200 (66%) claimed 'legacy' benefits.

Claiming benefits can be a bewildering process. Having the support of an Advice Worker who understands DWP terminology and the complexities of the social security system can be pivotal in securing timely and fair outcomes for claimants.

Inverclyde HSCP Advice Service has developed a positive relationship with DWP at a local level and other operational stakeholders to try and ensure the most effective roll out of UCFS in Inverclyde that is possible.



Growing Indebtedness and Future Demands on Money Advice

In March 2017, the level of UK personal debt was £1.52 trillion. This was £5 billion more than it was at the beginning of the financial year, when it stood at £1.47 trillion. Personal debt again is on the rise after years of stagnation following the credit crunch and is now expected to continue rising in the next period, driven by stagnating earnings and social security benefits and inflationary pressure on household costs.

As interest rates now begin to enter a period of increases, most informed commentators are of the opinion that the rise in personal debt is a trend that will continue for the foreseeable future, with the Bank of England expressing its concerns in relation to the level of personal loans, credit cards and car finance agreements being entered into by consumers.

It is anticipated demands on local authority money advice services will increase in the coming period, with rising debt levels being forecast. The Improvement Service has called for local authorities to consider how they can transform their services to meet that demand and has said transformational change will be required.

In Inverclyde, HSCP Money Advice offers two main channels for delivery of advice: face to face and by telephone. There are online money advice services and telephone services, delivered free by the third sector. However, there remains a significant demand for face to face services for vulnerable clients dealing with complex debt problems, which often do not fit into any of the above formal and informal solutions. Many of these clients struggle daily with household budgets

that are constantly in deficit.

HSCP Money Advice will continue to explore whether additional channels for delivering money advice can be utilised to address what is expected will be a growing demand, including referring more simple debts to generic advisers and advice agencies in the Inverclyde area and also to other third sector providers of telephone and online services. It is not anticipated this will remove the need for face to face services, but in a landscape where that demand is growing, may help mitigate the pressures the services will face.



The Next 12 Months

The Social Security (Scotland) Act 2018 is now on the statute books alongside The Child Poverty (Scotland) Act 2017. The continuing roll out of devolved social security and the requirements of the Child Poverty (Scotland) Act will undoubtedly influence the direction of travel for Inverclyde HSCP Advice Services over the next period.

Section 10 of the Child Poverty (Scotland) Act requires local authorities along with the relevant Health Board to prepare and publish a local poverty action report on an annual basis. The Report 'must in particular', describe income maximisation measures taken in the area of the local authority. A key task for

Advice Services will be to revisit the 'Healthier Wealthier Children' income maximisation model currently operating in Inverclyde to consider improvements in referral pathways and explore how to further extend the coverage and effectiveness of the initiative.

Within the context of the continuing impacts of welfare reform and devolved social security, Inverclyde Council has commissioned a review of all advice provision across Inverclyde. This offers the opportunity for Inverclyde HSCP Advice Service, and other partner organisations, to consider if the current models of service delivery best meet the needs of service users going forward. The findings will be available autumn 2018.

In March 2018 the positioning statement of Social Security Scotland (SSS) was published with a strapline of 'Dignity, Fairness, Respect. Advice Services have engaged in a discussion with SSS to explore job shadowing opportunities for SSS workers to understand the role of Advice Services and the challenges of dealing with the current social security system. SSS are keen for this to happen viewing it as, "an opportunity that will be of great benefit."

In this as with all other activities and undertakings Advice Service remains as committed as ever to make an active contribution to Inverclyde HSCP's vision of improving lives.



Appendix 1: Case Studies

Client A

An EEA national, presented to Inverclyde Advice Services having had their claim for Income Support rejected, as the DWP did not believe they had Genuine Prospect for Work or meet the Habitual Residence Test. This also impacted their eligibility for Housing Benefit and Council Tax Reduction. In addition to this the client's Child Tax Credits had stopped and the client was destitute.

The client had sufficient National Insurance Contributions and was in ill health and, therefore, we made a claim for Contribution Based Employment Support Allowance and renewed the Tax Credits.

A mandatory reconsideration was submitted for the Income Support, which was subsequently rejected.

The client was then represented at a First tier Tribunal by the Welfare Rights Unit and it was found in the client's favour, meaning that the client was eligible for Housing Benefit and Council Tax Reduction, both of which were backdated.

The annual financial gain for Client A was £23,067.

Client B

As part of the Benefit Cap Project an Advice Worker had identified a lone parent with 4 dependent children.

The client was unaware that the cap was going to affect them and was going to be worse off by £144.04 per week.

The client was in a private tenancy as it was a much more suitable property for the family's needs. There was a shortfall in the Local Housing Allowance and the Advice Worker assisted the client to successfully apply for Discretionary Housing Payments, which was awarded at £54 per week.

In addition, one of the children had a disability and a successful application for Personal Independence Payment (PIP) was made, allowing the client to claim Carers Allowance for the care which was already being provided. Due to the successful claim for PIP, the household is now exempt from the Benefit Cap and the household is better off by £5,798 per annum.

A referral was also made to Inverclyde Centre for Independent Living for a full Occupational Therapist assessment for aids and adaptations to be put in place.

Appendix 2: Client Feedback

"... We wouldn't have known or requested this (benefit application form) without your assistance and it is very much appreciated"

"...I am pleased to inform you I am entitled to Attendance Allowance. Was totally shocked when reading how much then had to sit down... Thank you"

"... amazing and helpful worker. Totally respectful and so patient. He made us feel better.... Highly recommended service"

"Thank you very much! As I said both of you made my life much better..."

"Thank you for guiding us through the process. We couldn't have done it without you!"

Report To:	Policy & Resources Committee	Date:	13 November 2018
Report By:	Corporate Director (Chief Officer) Inverclyde Health & Social Care Partnership	Report No:	SW/52/2018
Contact Officer:	Allan McDonald	Contact No:	01475 712098
Subject:	Cyber Resilience – Annual Report 2017/18		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Committee with an update on the Cyber resilience activities within the Council for 2017/18.

2.0 SUMMARY

- 2.1 The Council has a number of obligations to provide assurance that it has suitable and effective policies and systems in place to mitigate threats resulting from internal and external threats to the Council's Network and Infrastructure.

- 2.2 The main requirements are set out in agreements with the following organisations:

Public Sector Network (PSN).
Scottish Government Public Sector Action Plan on Cyber Resilience.
Scottish Wide Area Network.

Although each has a unique accreditation process there are areas where the audit requirement is mirrored across each service. The Council has completed the Audit process for 2018.

- 2.3 The Council has had no reported Cyber Security Incidents in the previous 12 month period.
- 2.4 The Council has been awarded the Cyber Essentials Certification and is scheduled to complete Cyber Essential Plus Certification in October 2018.
- 2.5 PSN Accreditation for 2018/19 is pending and results will be reported to the Corporate Management Team and the Committee through the regular ICT Update report when issued by the Cabinet Office.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the content of the report and activities in place to prevent Cyber Security Incidents.

Louise Long
Corporate Director (Chief Officer)
Inverclyde Health & Social Care Partnership

4.0 BACKGROUND

- 4.1 The Government Security Policy Framework (SPF) provides the overall template for the Council's approach to ICT Security, along with supplementary Good Practice guides and Architectural models published by the Cabinet Office, The National Cyber Security Centre (NCSC) and the Scottish Government Defence, Security and Cyber Resilience Division
- 4.2 The Council has a number of obligations to provide assurance that it has suitable and effective policies and systems in place to mitigate threats resulting from internal and external threats to the Council's Network and Infrastructure. The main requirements are set out in agreements with the following organisations:
 - Public Sector Network (PSN).
 - Scottish Government Public Sector Action Plan on Cyber Resilience.
 - Scottish Wide Area Network.

Although each service has a unique accreditation process there are areas where the audit requirement is mirrored across each service.

5.0 Accreditation and Audit Process

The Public Services Network (PSN)

- 5.1 PSN provides the Council with secure access to a number of services provided by National and Regional Government departments. The Council's network has been connected to the PSN and its predecessors since 2006. Connectivity is dependent on the council meeting a minimum set of security standards and having these independently reviewed and tested by a suitably accredited ICT Security Consultant.
- 5.2 The PSN accreditation process has evolved over several years; the current process involves a self-declaration of compliance with a minimum set of standards, backed up with an independent IT Health Check (ITHC)
- 5.3 The Health Check compares the security standards and practices implemented on the Council's network to baseline security guidance and identifies any weaknesses or outdated policies. From this ICT creates a vulnerability assessment and action plan.
- 5.4 Any issues identified as critical or high must be addressed prior to applying for accreditation. Mitigation must be in place for any medium or low risks identified.

Scottish Government Public Sector Action Plan on Cyber Resilience

- 5.5 On 8 November 2017, the Deputy First Minister wrote to the Chief Executive launching the Scottish Public Sector Action Plan on Cyber Resilience.
- 5.6 The Action Plan set out key actions that the Scottish Government, public bodies and key partners were required to take up to the end of 2018 to further enhance cyber resilience in Scotland's public sector. It recognised the strong foundations in place and aimed to ensure that Scotland's public bodies work towards becoming exemplars in respect of cyber resilience.
- 5.7 It identified 11 key Actions that will be developed and implemented:
 - Key action 1 - Cyber resilience framework
 - Key action 2 - Governance
 - Key action 3 - CISP
 - Key action 4 - Independent assurance of critical controls
 - Key action 5 - NCSC active cyber defence measures
 - Key action 6 - Training and awareness raising
 - Key action 7 - Incident response
 - Key action 8 - Supply chain cyber security policy
 - Key action 9 - Dynamic purchasing system

- Key action 10 - Public sector cyber catalyst scheme
- Key action 11 - Monitoring and evaluation.

Several of the Key Actions are being delivered by national bodies, however a number required action by the Council (Key Actions 2, 3, 4, 5, 6 and 7). This report forms part of the Council's requirements under Key Action 2.

SWAN

- 5.8 The Scottish Wide Area Network defines a number of contractual requirements on both sides to ensure a safe and secure network environment. The SWAN Contract does not specify a single approach to the provision of evidence that the Council is meeting its contractual obligations, however NHS National Services Scotland has previously accepted PSN Accreditation as evidence and it is anticipated that this will continue with some additional assurance being provided by the Public Sector Action Plan.
- 5.9 In addition to these requirements, there are agreements in place with other bodies such as the National Cyber Security Group, the UK Government Cyber Incident Response Team and Police Scotland on the reporting and recording of Cyber Security incidents

External Audit – IT Health Check and Cyber Essentials

- 5.10 ICT Services identified that many of the additional audit requirements of the Public Sector Action Plan were met or were being implemented as part of the existing approach to ICT Security and Cyber Resilience and as part of the PSN Accreditation process. Where gaps were identified, ICT completed work to include these requirements in the external ICT Security Audit and Testing Process
- 5.11 An external ICT Security Company was contracted to undertake the necessary testing and the report was completed and issued at the end of May 2018
- 5.12 The testing found that the Council met the requirements for Cyber Essentials Certification.
- 5.13 A vulnerability assessment and action plan were created to complete the PSN testing process and to meet the requirements of the Cyber Essentials Plus accreditation
- 5.14 Work has now been completed on resolving or mitigating the identified risks and vulnerabilities. Apart from a small number of security policy changes that have been recommended, ICT has reviewed and among the changes required to be implemented were:
- Increase password length and complexity.
 - Reduce invalid password attempts before an account is locked out.
 - Account lock outs to be significantly increased.
 - Mobile device PIN to be strengthened.

6.0 Cyber Security Incidents

- 6.1 The National Cyber Security Centre identifies the most common form of Cyber-attacks and categorises them as untargeted (attackers indiscriminately target as many devices, services or users as possible) and targeted (where the Council has been singled out for attack).

6.2 Untargeted:

- Phishing - sending emails to large numbers of people asking for sensitive information (such as bank details) or encouraging them to visit a fake website.
- Water Holing - setting up a fake website or compromising a legitimate one in order to exploit visiting users.
- Ransomware - which could include disseminating disk encrypting extortion malware.
- Scanning - attacking wide swathes of the Internet at random.

6.3 Targeted:

- Spear-phishing - sending emails to targeted individuals that could contain an attachment with malicious software, or a link that downloads malicious software.
- Deploying a botnet - to deliver a DDOS (Distributed Denial of Service) attack.
- Subverting the supply chain - to attack equipment or software being delivered to the organisation.

6.4 The Council monitors for such activities and adheres to the NCSC guidelines to prevent incidents occurring ICT deploy a range of measures including:

- boundary firewalls and internet gateways - establish network perimeter defences, particularly web proxy, web filtering, content checking, and firewall policies to detect and block executable downloads, block access to known malicious domains and prevent users' computers from communicating directly with the Internet.
- malware protection - establish and maintain malware defences to detect and respond to known attack code.
- patch management - patch known vulnerabilities with the latest version of the software, to prevent attacks which exploit software bugs.
- whitelisting and execution control - prevent unknown software from being able to run or install itself, including AutoRun on USB and CD drives.
- secure configuration - restrict the functionality of every device, operating system and application to the minimum needed for business to function.
- password policy - ensure that an appropriate password policy is in place and followed.
- user access control - include limiting normal users' execution permissions and enforcing the principle of least privilege.

6.5 The Council is required to report significant Cyber Security Incidents to a number of organisations including the Scottish Government, NCSC, and where there has been a loss of resources or data, to Police Scotland and/or the Information Commissioner.

6.6 In the previous 12 months the Council has not been subjected to any successful external Cyber Incidents and no reports to external bodies has been required.

7.0 Outcome

7.1 The Council has a strong and well considered approach to Cyber Security. ICT is well supported by Senior Officers and the CMT and delivers a multi-level approach to preventing Cyber Security incidents. ICT extends a cautious approach to network and infrastructure changes that could impact the overall security of the systems it provides. It welcomes the scrutiny of external testing and audit processes.

7.2 It is anticipated, however, that there will likely be a successful Cyber Incident at some point in the future and while the exact nature of such an incident is unknown, ICT has a number of practices in place that will allow any incident to be contained and resolved with a minimum level of disruption as possible. An approach to increasing staff awareness of cyber security issues is being developed with colleagues from the Civil Contingencies Service.

8.0 IMPLICATIONS

8.1 Finance

It is intended that costs associated with the delivery of Cyber Security will be continue to be contained within existing ICT budget for ICT Security and PSN Accreditation process.

Financial Implications:

One off Costs

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

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 legal issues arising from this report.

8.3 Human Resources

There are no ODHR issues 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 N/A

10.0 LIST OF BACKGROUND PAPERS

- 10.1 Scottish Public Sector Cyber Resilience Action Plan
- 10.2 Scottish Public Sector Cyber Resilience Action Plan Implementation toolkit
- 10.3 IT Health Check Report 2018
- 10.4 IT Health Check Vulnerability Assessment

Report To:	Policy & Resources Committee	Date:	13 November 2018
Report By:	Aubrey Fawcett, Chief Executive	Report No:	FIN/101/18/AP/LA
Contact Officer:	Chief Financial Officer	Contact No:	01475 712223
Subject:	Delivering Differently in Inverclyde - Update		

1.0 PURPOSE

- 1.1 The purpose of this report is to present to the Committee an update on the Delivering Differently programme.

2.0 SUMMARY

- 2.1 The Committee received a comprehensive report in January 2017 setting out the progress made in terms of Transformation to date and the plans for the future. The programme of work was called "Delivering Differently".
- 2.2 There are 3 Directorate Change Boards which meet monthly to monitor progress in the delivery of savings and projects which involve changes in service delivery. Every 2 months the CMT reviews progress using a RAG status approach. The areas where there is the greatest potential change in service delivery are collated into a Delivering Differently programme which is reported annually to the Policy & Resources Committee.
- 2.3 Given that many of the Delivering Differently projects will impact on the workforce, progress on the programme is discussed with the Trades Unions at the Joint Budget Group supported by Trades Union liaison at individual project level.
- 2.4 Appendix 1 summarises the current status of the 29 projects which currently make up the Delivering Differently programme. Potential savings and employee impacts plus reporting timescales are shown along with relevant TU contacts. From Appendix 1, it can be seen that 5 of the projects are complete and will therefore be dropped from future updates.
- 2.5 The Committee will also note that all of the projects which are shaded are already approved as part of the budget and this includes most of the projects with quantified savings. Therefore officers are working to identify potential savings in other projects in order that they can be reported for potential inclusion in future budgets. The Committee should note however that some of the projects will not delivery savings but, rather, are aimed at reducing cost pressures.
- 2.6 In order to inform the development of some of the unshaded proposals within the Appendix it would be useful to gather intelligence on employee intentions were reductions in numbers maybe required to deliver the proposals being developed. To this end, the Committee is asked to grant delegated powers to the Chief Executive to conduct Voluntary Early Release Trawls where required for the unshaded projects but on the proviso that no decisions are taken without a report to the relevant Committee.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Policy and Resources Committee:

a) Notes the progress made to date on the Delivering Differently programme .

- b) Agrees that delegated powers are given to the Chief Executive to conduct Voluntary Early Release Trawls where required for those unshaded projects in the Appendix but on the proviso that no decisions are taken without a report to the relevant Committee.

Aubrey Fawcett
Chief Executive

4.0 BACKGROUND

- 4.1 Audit Scotland, in their 'Overview of local government in Scotland 2016' report, highlighted that local authorities have depended on incremental changes to services, increasing charges and reducing employee numbers in order to make savings. Audit Scotland posit that these are neither sufficient nor sustainable solutions to the challenges facing councils. They set out that what is required is a more strategic approach, longer term planning and a greater openness to alternative forms of service delivery.
- 4.2 The Committee received a comprehensive report in January 2017 setting out the progress made in terms of Transformation to date and the plans for the future. The programme of work was called "Delivering Differently" and this report provides an update on progress.

5.0 CURRENT POSITION & PROGRESS TO OCTOBER, 2018

- 5.1 There are 3 Directorate Change Boards which meet monthly to monitor progress in the delivery of savings and projects which involve changes in service delivery. Every 2 months the CMT reviews progress using a RAG status approach. The areas where there is the greatest potential change in service delivery are collated into the Delivering Differently programme which is attached as Appendix 1.
- 5.2 Unsurprisingly, many of the projects in the current programme relate to the 2018/19 Budget approved in March 2018 and from Appendix 1 it can be seen that 5 of the projects are complete and will therefore be dropped from future updates.
- 5.3 The Committee will also note that all of the projects which are shaded are already approved as part of the budget and this includes nearly all the projects with quantified savings. Therefore officers are working to identify potential savings in other projects in order that they can be reported for potential inclusion in future budgets. However, the Committee needs to be aware that for some of these projects it is more a case of managing down costs rather than delivering a saving. Reports on progress will continue to be reported to the relevant Committee with an annual summary update coming to the Policy & Resources Committee
- 5.4 The main achievements in those areas which support the Delivering Differently programme over the last 12 months include:
 - Revenue Budget – Following extensive Public Consultation, the Council approved savings with a recurring value of approximately £5million in March 2018. Many of these have required changes to service delivery and have been incorporated within the Delivering Differently Programme. At present, there are no savings where material concerns exist regarding delivery although a small number will be delayed slightly.
 - Digital Strategy – 3 year Strategy 2017/20 approved and delivery ongoing and being reported to every second Policy & Resources Committee. A significant investment in the CRM system and associated applications has been approved and is progressing.
 - SEMP- Good progress in delivering the Primary School investment which will conclude the original SEMP investment programme. Investment within Early Years facilities continues in order to meet the increase in Early Learning hours to 1140.
 - The Learning Disability Service has redesigned its day provision as part of transformation of the learning disability service. The two centres have moved to one, achieving significant saving and delivering improved outcomes for people using the service. Phase 3 is scoping the new build to support development of a hub.

- New pressures within the system have been created through the change in legislation which places a statutory duty on the Council to support care leavers until the day before their 26th birthday. Inverclyde's continuing care model is a pilot with new flats attached to children's houses for older young people and staff to support young people living in care. The pilot to support vulnerable young people is being evaluated.
- Service Workforce Plans – In order to support the effective delivery of change across the Council Service Workforce, plans have been completed which include longer term forecasts of workforce numbers and skills.
- Succession Planning – Succession Plans have been completed for each council service which will support the delivery of the Delivering Differently projects.

6.0 GOING FORWARD – DELIVERING DIFFERENTLY IN INVERCLYDE

- 6.1 Over the next two years, the Council will also look at programmes to deliver options for further shared services, sourcing services externally, the potential for community transfer and development of Participatory Budgeting. However, it must be recognised that this work alone will not be sufficient to close the funding gap and the Council will continue to require to focus on a programme of service reduction, charging and stopping services unless grant settlements for the Council improve markedly.
- 6.2 The Council, in partnership with the Improvement Service, is developing plans to use the platform of 'myaccount' to facilitate online payments and transactions across a range of services, and to allow service users to have their information held in one place, feeding a number of forms/services.
- 6.3 Transformation can be used to ameliorate the impact of service cuts, and develop services that still meet the needs of the local population. All opportunities should be explored to attempt to mitigate any service reduction. The challenge going forward is how to keep the pace of change going in a context where there continues to be reductions in officer capacity driven by the reduction in resources.

6.4 Workforce Planning & Development

It is recognised that the period over the next 2 years will be extremely challenging for the Council and it is therefore more important than ever to ensure that we have a strategy and workforce plans in place, which will drive and deliver change across services while ensuring our employees continue to be motivated, sufficiently trained, qualified and experienced to deliver quality services which meet current and anticipated service needs. The Council's People and Organisational Development Strategy 2017-2020 is our key strategic document for this purpose and recognises the importance of supporting employees through periods of sustained change.

- 6.5 A report to the Policy and Resources Committee in February 2018 highlighted some priority workforce planning actions being progressed to address the projected funding gap and also to support our employees through the next period of change. Key actions which support the "Delivering Differently in Inverclyde" programme included:
- detailed workforce profiling of potential saving areas and service areas being reviewed.
 - development of service specific workforce plans.
 - introduction of a succession planning programme with each service completing their own succession plans.
- 6.6 Detailed workforce profiling has been undertaken which included looking at the age profile, skills, vacancies, number of temporary employees etc. in potential savings areas. This information has been critical in assisting discussions with trades unions at the regular Joint Budget Group meetings around areas where savings may be agreed. Service workforce plans have been developed which support services to take the necessary steps to ensure they have a workforce to meet future service delivery challenges. The new plans aim to maximise strengths and

opportunities and covers key areas of organisational development, leadership & employee skills development and recruitment & retention. All succession plans are now complete.

6.7 The Council's Workforce Planning & Development Group will continue to contribute to the development and monitoring of the key actions outlined above and within the wider People and Organisational Development Strategy. Progress reports will continue to be brought to the Corporate Management Team and the Policy and Resources Committee.

7.0 IMPLICATIONS

7.1 Finance

Whilst it is believed that savings can be made by continuing and expanding the Delivery Differently Programme including areas such as sharing services and working alongside our communities to deliver services, it is not expected that this will be sufficient to close the medium term funding gap.

Some pump priming funding may be required to allow reviews to progress but any requests in this regard will be incorporated into the reports to the relevant Committee.

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

None at present.

7.3 Human Resources

In order to inform the development of some of the proposals it would be useful to gather intelligence on employee intentions were reductions in numbers required. To this end, the Committee is asked to give delegated powers to the Chief Executive to conduct Voluntary Early Release Trawls where required but on the proviso that no decisions are taken without a report to the relevant Committee

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

None at present.

8.0 CONSULTATIONS

8.1 The CMT has endorsed this update to the Committee and the Delivering Differently programme is discussed with the Trades Unions on a regular basis at the Joint Budget Group.

9.0 LIST OF BACKGROUND PAPERS

9.1 None

Delivering Differently - Update as at 31 October 2018

2018/20 & Beyond Budget Projects

Proposal	Directorate	Current Position - 31.10.18	Reporting Timescale	Potential Savings £000	Estimated FTE Impact
1/ ASN Service Review	ECOD	Review fully approved and now being implemented. Complete	All approved	367	7.2
2/ SEMP PPP Review	ECOD	Saving approved and signed off by funders. Fees paid. Complete	All approved	100	N/A
3/ Safer Communities - Restructure	ECOD	Saving approved 15.3.18 Complete	All approved	189	4.0
4/ Independent review of Youth Services	ECOD	Review approved 15.3.18. Review under way and due to report in November.	January Education & Communities Committee	tbc	tbc
5/ Review of vacant and posts occupied by short term temporary employees	ECOD	Identifying potential savings which could be achieved with minimal/no impact on service delivery. To JBG 27/9/18 and MBWG 8/10/18.	November Policy and Resources Committee	349	14.5
6/ Review of Breakfast Clubs/ Holiday Meals and Free School Meals	ECOD	Building on previous work the review will consider the impact on the school day as well as the quality , nutritional value of school meals.	CMT November, MBWG December	tbc	tbc
7/ Care & Repair Service Review	ERR	1 year contract with Cloch awarded (ends 31.3.19). Cloch also no longer want to deliver the Small Repairs Service and officers are examining options for delivery of this service. TUPE being clarified	Further report to E&R Committee with a final decision January, 2019	193	(2.5)
8/ Regeneration & Planning - Restructure	ERR	Saving approved 15.3.18 Complete	All approved	192	4.0
9/ Roads Service Review	ERR	Saving approved 15.3.18 and being implemented. Complete	All approved	103	0.6

10/	Digital Access/ Modernisation	ERR	Target of £30k per Directorate to be achieved by 1.4.19. DMTs finalising approach to delivering the savings but will involve reduction in overhead budgets rather than employees. Additionally Revenues self service being implemented with a target of 0.5FTE reduction by 2020/21.	Kana Upgrade approved and regular updates to P&R Committee.	90	0.5
11/	Building Services Unit Review	ERR	Initial report to CMT and now finalising the Business Plan with a report to CMT in November and Committee thereafter.	Environment & Regeneration Committee - January 2019.	tbc	tbc
12/	Structured Review of the Fleet	ERR	Review required in light of on going savings and Management Information available. Review to include travel expenses/ use of personal vehicles. £26k saved to date on electric vehicles.	December 2018 (Initial Report). Thereafter review post 2019/20 Budget.	26	tbc
13/	Clyde Muirshiel Park Review	ERR	Review required in light of the potential change to the 3 Council funding model. Report was due September 2018 but not submitted by Renfrewshire Council. Update sought.	Report on Governance options by CMPA and thereafter Committee (Led by Renfrewshire)	tbc	tbc
14/	Review of the RI Operating Plan	ERR	Current Plan ends 31.3.19. Independent assessment of options underway with a report due to November E&R Committee	November Environment & Regeneration Committee	tbc	tbc
15/	Roads Shared Services	ERR	Joint Committee established and appointment of Shared Head of Service agreed by both Councils 27.9.18.	Regular updates to Joint Committee and Full Council.	tbc	tbc
16/	Commercialisation	ERR	Initial report to MBWG (24.9.18) further report back in 6 months after reviewing progress in England and potential opportunities at a Community Planning level.	Report back to MBWG March 2019	tbc	tbc
17/	Learning Disabilities Service Review	HSCP	Programme Board and sub groups taking forward specific re-design work. McPherson Centre decommissioned end of September and other properties returned. Employee reductions on target.	Regular updates to HSCP Committee	500	8.5
18/	Housing Wardens Service Review	HSCP	Saving approved 15.3.18 and being implemented. Balance of £22k to be identified via a review due to complete October,2018	Report back to HSCP Committee by January, 2019	93	-

19/	Long Term Care Placements	HSCP	Saving approved 15.3.18 and being implemented. Full saving projected to be achieved early. Complete	All approved	528	-
20/	Mental Health & Addictions - Grants & Commissioning	HSCP	Majority of saving implemented with discussions taking place with SAMH and Alzheimer Scotland re the balance of £53k. Temporary shortfall to be contained in the overall budget.	All approved	162	-
21/	Addictions Review	HSCP	Adaptations to be made to Wellpark Centre with the intention that Ph1 will be complete by November 2018. Post to be identified via a review which will now complete October/November.	All approved	40	1.0
22/	Social Transport Review	HSCP	Original review process was too ambitious, Phase 1 will look at Learning Disabilities.	HSCP Committee January,2019 and further report April 2019	tbc	tbc
23/	SWIFT System Replacement	HSCP	Workgroup examining options. In the interim a contract 2 year extension with the supplier has been signed. V32 upgrade to take place November,2018	Reports to CMT then Committee once options have been developed.	tbc	N/A
24/	Homelessness Service Review	HSCP	Consultants report received and report due to CMT November prior to report to Committee in January.	HSCP Committee January,2019	tbc	tbc
25/	Independent Review of Advice Services	HSCP	Review Steering Group established and consultant appointed, review complete.	CMT November,2018, HSCP Committee January, 2019	tbc	tbc
26/	Continuing Care	HSCP	Delivery of a model of continuing care that is sustainable. Pilot and review on going.	CMT- By November 2018	tbc	tbc
27/	HSCP - Review of eligibility criteria.	HSCP	Short life Working Group established	CMT November,2018. MBWG - December,2018	tbc	tbc
28/	Management Restructure	Corporate	Proposals approved 22.2.18 and now being implemented. Details of the 3 HSCP Team Leader savings being finalised.	CMT November 2018, HSCP Committee January, 2019	675	12.6
29/	Shared Services (Other Areas)	Corporate	CMT identifying other potential opportunities with neighbouring Councils.	CMT- October2018, MBWG - November 2018	tbc	tbc
Totals					3607	50.4

Report To: Policy & Resources Committee **Date:** 13 November 2018

Report By: Head of Legal and Property Services **Report No:** LP/115/18

Contact Officer: Carol Craig-McDonald, Information Governance and Complaints Officer **Contact No:** 01475 712725

Subject: Inverclyde Council Annual Complaint Handling Report 1 April 2017 – 31 March 2018

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Policy & Resources Committee of the annual performance of all complaints received and handled by Inverclyde Council, Health and Social Care Partnership (HSCP), and both Arms-Length Organisations (ALEOs), Inverclyde Leisure and Riverside Inverclyde between 1 April 2017 to 31 March 2018.
- 1.2 The Scottish Public Services Ombudsman (SPSO) requires Inverclyde Council to include ALEOs and HSCP complaint statistical information in the quarterly and annual reports. It should be noted that oversight and day-to-day matters relating to complaints are supported separately.

2.0 SUMMARY

- 2.1 This is the first annual complaint handling statistical report for the period 1 April 2017 to 31 March 2018 from the Information Governance Team. The report provides the following information:
- i. Performance Information
 - ii. Analysis of complaint activity
 - iii. Update on learning from complaints

3.0 RECOMMENDATIONS

It is recommended that the Committee notes the annual performance of Inverclyde Council's complaint procedure and comments as required.

Gerard Malone
Head of Legal and Property Services

4.0 BACKGROUND

4.1 The purpose of this report is to inform the Policy and Resources Committee of the annual performance of Inverclyde Council, HSCP and both ALEOs, Inverclyde Leisure and Riverside Inverclyde.

4.2 The report contains :

Annual Performance of Frontline Resolution & Investigated Complaints
Analysis of Complaints
Learning from complaints

5.0 IMPLICATIONS

5.1 Finance

Financial Implications

Cost Centre	Budget heading	Budget years	Proposed Spend this report	Virement From	Other Comments

Annually Recurring Costs/(Savings)

Cost Centre	Budget heading	Budget years	Proposed Spend this report	Virement From	Other Comments

Legal

5.2 No implications

Human Resources

5.3 No implications

Equalities

5.4 Has an Equality Impact Assessment been carried out?

Yes	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
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Repopulation

5.5 No implications

6.0 CONSULTATIONS

6.1 There are no consultations required in the updating of the quarterly and annual statistical data.

7.0 LIST OF BACKGROUND PAPERS

7.1 Inverclyde Council Complaints Annual Report – Appendix 1

**Inverclyde Council
Annual Complaints Report
April 2017 – March 2018**

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1. Background

In April 2013 the Council introduced a revised complaints handling procedure moving from a three stage to a two stage process in line with the guidance by the Scottish Public Services Ombudsman. At the same time a new corporate wide system for recording complaints through LAGAN was rolled out across the Council.

In 2015 an audit was undertaken to provide management and the Audit Committee with an assessment of the adequacy and effectiveness of the governance, risk management and controls surrounding a number of key risks faced by both the Council and Inverclyde HSCP regarding complaints. There was a requirement to improve on a number of areas.

A corporate working group was established following the audit with representation across all services and chaired by a Corporate Director. The purpose of the working group was to address areas in the Council's complaint handling.

The Council's internal objectives to address issues that were identified in historic complaint handling were agreed to ensure that the Council has a robust approach to complaint handling. The complaint officer post has strengthened the robustness of the Council's complaint handling approach in the following areas:

- Increased awareness of the Council's complaint handling procedures.
- Ensuring training needs of staff with responsibility for complaint handling are identified and addressed.
- Improved corporate oversight of the complaints process.
- Improved monitoring of complaints.
- Regular review of the Council's complaint handling procedures for effectiveness.

The local authority complaint handler network (LACHN) is a national forum for local authority complaint handlers to meet quarterly to assist in the development of professional practice in relation to complaint handling. Inverclyde Council are represented at this forum by the complaint officer alongside representatives from 32 Scottish Local Authorities. The SPSO attend these meetings to support the ongoing development of complaint handling within local authorities and to achieve consistency in approach.

Inverclyde Council uses Inverclyde Leisure to deliver council services in the leisure industry and Riverside Inverclyde for urban regeneration within the area. While these organisations are separate to the Council they are subject to its control and the Council is responsible for ensuring the services provided meet the required standards and adhere to the complaint handling procedure. In doing this we must establish mechanisms to identify and act on complaint handling performance issues found.

The Council's regulators treat Inverclyde Community Development Trust (ICDT) as an ALEO but complaint handling procedures are not required as ICDT is constituted differently from the other two ALEOs, Inverclyde Leisure and Riverside Inverclyde

The SPSO through LACHN network issued a survey to all local authorities to complete regarding complaint handling reporting being submitted to the network to review prior to formal reporting being issued to SPSO. The survey questions highlighted the requirements for Council's to report complaint handling performance for ALEOs. Inverclyde Council have two ALEO's they are Inverclyde Leisure and Riverside Inverclyde and they are required to adhere to reporting on complaints handled although they were not included at the time of the implementing the model complaint procedure. Actions have been taken to address this

and Inverclyde Council are now adhering to the reporting requirements set out by the SPSO.

Following the results of the survey that was completed by all of the local authorities, the SPSO confirmed that they would be moving to a quarterly submission of complaint handling statistical data from all Councils. This was intended to ease the collation of management information on annual basis. Inverclyde Council agreed to supply this statistical data each quarter, as it is currently prepared for the CMT on a quarterly and annual basis. The draft report is issued to the LACHN for discussion at the network meeting and any inconsistencies in data interpretation and analysis is resolved before the formal annual submission to the SPSO each year.

1.2 Current Procedures

Inverclyde Council co-ordinates the reporting of complaints to the SPSO this includes the HSCP, both ALEOs, Inverclyde Leisure and Riverside Inverclyde. Each area is responsible for recording their complaints and providing their management information to Inverclyde Council to enable the consolidated statistical report to be produced quarterly and annually.

Inverclyde Council, the HSCP and both ALEOs, Inverclyde Leisure and Riverside Inverclyde follow the Model Complaint Handling procedure although there are slight differences between the health and social work complaints the procedure provides a quick, simple, streamlined process with a strong focus on local, early resolution. This enables issues or concerns dealt with close to the event which gave rise to making the complaint.

As far as possible the complainant should be actively and positively engaged with the process from the outset.

Frontline resolution stage one: Frontline resolution should be attempted where there are straightforward issues potentially easily resolved with little or no investigation. This should be completed within 5 working days.

Investigation stage two: Where complaints cannot be resolved at the frontline stage or those which are complex, serious or high risk, a thorough investigation will be undertaken. This typically requires more thorough examination in order to establish facts prior to reaching conclusion. This should be completed within 20 working days.

Escalated investigation stage two: Where the complainant remains dissatisfied with the way the Council dealt with their complaint at frontline resolution, the complainant can request a detailed investigation under stage two of our complaints handling procedure. This must be undertaken before the complainant can take their complaint to the SPSO to review.

Scottish Public Service Ombudsman: Appeals of complaint outcomes are reviewed by the SPSO.

1.3 Governance Arrangements

Governance arrangements are in place to report and analyse complaints within Inverclyde Council as follows:

Heads of Service Meetings
Service Review Meetings
Corporate Management Team Meetings

Inverclyde Council and HSCP log their complaints into LAGAN system. Health and social work complaints are logged in two systems – datix for health complaints and LAGAN for social work complaints. Inverclyde Leisure and Riverside Inverclyde record their complaints on a complaint log spreadsheet.

This is supported by the Information Governance and Complaint Officer who promotes the complaint handling procedure and provides strategic direction for complaint handling to ensure a responsive, efficient and improved complaint handling service which meets the regulatory standards. Oversight and monitoring of complaint handling performance is undertaken to ensure the feedback mechanism is delivering continuous improvement. Quarterly recommendations on improvement areas are discussed with the Corporate Management Team.

2. Summary of Performance

2.1 Number of complaint received and closed

In the reporting period 1 April 2017 – 31 March 2018 Inverclyde Council, Inverclyde Leisure and the HSCP received and handled **351** complaints in the period and closed **326** complaints within this period.

The Scottish Public Services Ombudsman (SPSO) requires Inverclyde Council to include ALEOs and HSCP complaint statistical information in the quarterly and annual reports. It should be noted that oversight and day to day matters relating to complaints are supported separately.

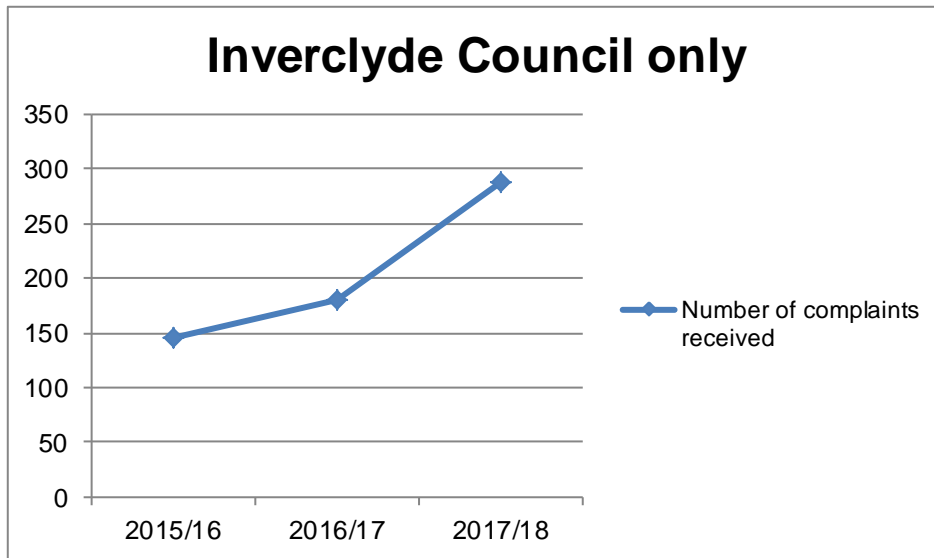
This is the first year that the Council have reported a collective report on complaint handling performance that includes Inverclyde Council, Inverclyde Leisure and the HSCP. In the coming year 1 April 2018 – 31st March 2019 Riverside Inverclyde will be included in the statistical reporting.

Inverclyde Leisure had a loss of data for the period 1 January 2018 – 31 March 2018 this is a low volume based on their average number of complaints received; however impacts the extent of complaint finally recorded in 2017/18.

	Number complaints received		
	2017/18	2016/17	2015/16
Inverclyde Council	288	181*	146
HSCP	55		
Inverclyde Leisure	8		

*Members are reminded that essential changes were made to the LAGAN in order to improve the complaint management system in preparation for it to be adopted as the universal complaint recording system for the Council. During this process closed complaint data was lost which impacts on the extent of complaints finally recorded in 2016.

Inverclyde Council's complaints received volumes have increased when comparing to the complaint data for 2016/17 and 2015/16 as outlined in the graph below. The period 2017/18 reflects a full year of accurate recording of complaints which will support accurate benchmarking of future years.



The table below outlines closed complaint breakdown by investigation stage and comparable data volumes for the periods in 2017/18 and 2016/17.

Closed complaint breakdown by investigation stages						
	No of frontline resolution stage 1		No of complaint investigations stage 2		No of escalated investigations stage 2	
	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17
Inverclyde Council	225	121	17	23	21	7
HSCP	33	31	26	25	0	0
Inverclyde Leisure	7	1	0			

In respect of the complaints received there are occasions where they partially investigated and either withdrawn or found not be appropriate for the complaint handling procedure and removed from the overall numbers. These are noted in the table below.

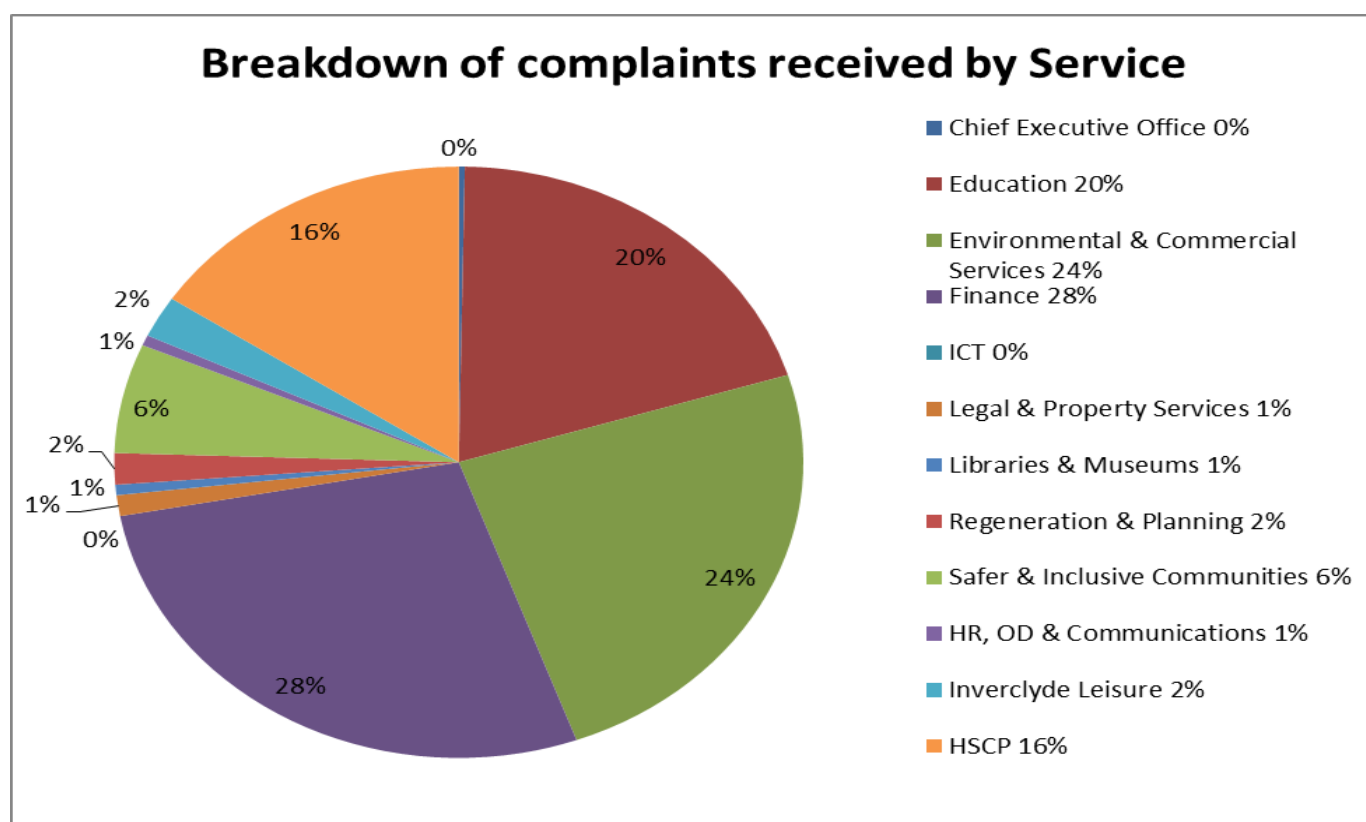
Complaints removed from the overall volumes						
	Service requests		Withdrawn		Not Council related / Invalid	
	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17
Inverclyde Council	6	8	25	8	4	13
HSCP	0		4		0	
Inverclyde Leisure	0		0		0	

2.2 Complaint Trends

The table below provides a breakdown of complaints received within each service over the period 1 April 2017 to 31 March 2018.

	April 17	May 17	June 17	July 17	Aug 17	Sept 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Totals
Chief Executive Office	0	0	0	0	1	0	0	0	0	0	0	0	1
Education	4	11	12	1	1	9	8	5	3	6	5	5	70
Environmental & Commercial Services	5	7	11	7	11	4	6	9	4	8	6	7	85
Finance/CSC	8	9	9	15	22	5	3	6	8	4	6	2	97
ICT	0	0	0	0	0	0	0	0	0	0	0	0	0
Legal & Property Services	0	1	1	0	0	0	0	0	1	0	1	0	4
Libraries & Museums	0	0	0	0	0	0	0	2	0	0	0	0	2
Regeneration & Planning	0	1	1	1	0	0	0	0	1	1	1	0	6
Safer & Inclusive Communities	1	3	3	1	0	1	2	2	3	1	1	3	21
HR, OD & Communications	0	0	0	1	1	0	0	0	0	0	0	0	2
Inverclyde Leisure	0	2	4	1	0	0	0	0	1				8
HSCP													55

Outlined in the chart below is the percentage of complaints received by each service compared against the total number of complaints received.



Complaint data for year on year comparison will be formulated going forward to enable trends on incoming volumes to be tracked and compared for Inverclyde Council, HSCP and both ALEOs, Inverclyde Leisure and Riverside Inverclyde.

2.3 Timescales

We aim to resolve complaints quickly and close to where we provided the service. Where appropriate this could mean an on-spot-apology and explanation if something has clearly gone wrong and immediate action to resolve a problem. We have 5 working days to respond to your complaint within the stage one process

Sometimes we will have to make some enquiries before we can respond to complains if we cannot resolve the complaint at this stage, we will explain why, we may decide it is appropriate to extend the time to deal with the complaint by a further five days or we move to stage two investigation if this is felt to be appropriate. In either scenario we will keep you informed and manage your expectations on timescales

Stage two deals with two types of complaint: those that have not been resolved at stage one and those that are complex and require a more detailed investigation.

Where you have escalated your complaint to stage two because you remain dissatisfied with the outcome of our handling of your complaint, we refer to this as Escalated Investigation.

When handling a complaint using stage two we will

- Acknowledge receipt of your complaint within three working days;
- Where appropriate, discuss your complaint with you to understand why you remain dissatisfied and seek clarification on what outcome your looking for; and
- Provide you a full written response to your complaint as soon as possible and within 20 working days

If our investigation is likely to take longer than 20 working days, we will agree revised time limits with you and keep you updated on progress.

Investigating Officers are advised of the required dates for timescales on receipt of the complaint. Additional reminders are in place to support timely completion.

The table below outlines the Inverclyde Council's collective performance measures on timescales management across all stages of the complaint procedure.

Performance measures	Collective Inverclyde Council 2017
No of complaints – closed at stage 1 within 5 days	214
% Complaints Meeting timescale	80.8%
Ave working days taken stage 1 complaints	4.4
Stage 2	
No of complaints – closed at stage 2 within 20 days	31
% Complaints Meeting timescale	77.5%
Ave working days taken stage 2 complaints	15.5
Escalated Stage 2	
No of complaints – closed at escalated stage 2 within 20 days	18
% Complaints Meeting timescale	85.7%
Ave working days taken escalated stage 2 complaints	13.8

The table below outlines the management of complaints within the prescribed timescale broken down by each areas complaint. The comparable data is not available for Inverclyde Leisure as they have adopted the reporting of complaints within the period 2017/18.

		Inverclyde Council consolidated	Inverclyde Council Only		HSCP		Inverclyde Leisure***
Performance Area		2017/18	2017/18	2016/17	2017/18	2016/17	2017/18
Stage 1 Frontline resolution	No of complaints – closed at stage 1 within 5 days	214	182*	104	22	30	5
	% Complaints Meeting timescale	80.8%	78%	86%	88%	96%	83%
	Ave working days taken stage 1	4.4	3.81	3	4.1	Not available	3
Stage 2 Investigation	No of complaints – closed at stage 2 within 20 days	31	9**	20	18	15	2
	% Complaints Meeting timescale	77.5%	90%	85.7%	78.5%	60%	66.7%
	Ave working days taken stage 2	15.5	16.3	11.7	18.2	Not available	13.3
Stage 2 Escalated Investigation	No of complaints – closed at esc stage 2 within 20 days	18	18	0	0	0	0
	% Complaints Meeting timescale	85.7%	85.7%	0	n/a	0	n/a
	Ave working days taken esc stage 2	13.8	13.8	0	0	Not available	0

*One complaint has been included within stage one resolution as time extension was granted allowing 10 days for the complaint to be resolved and reported within timescales.

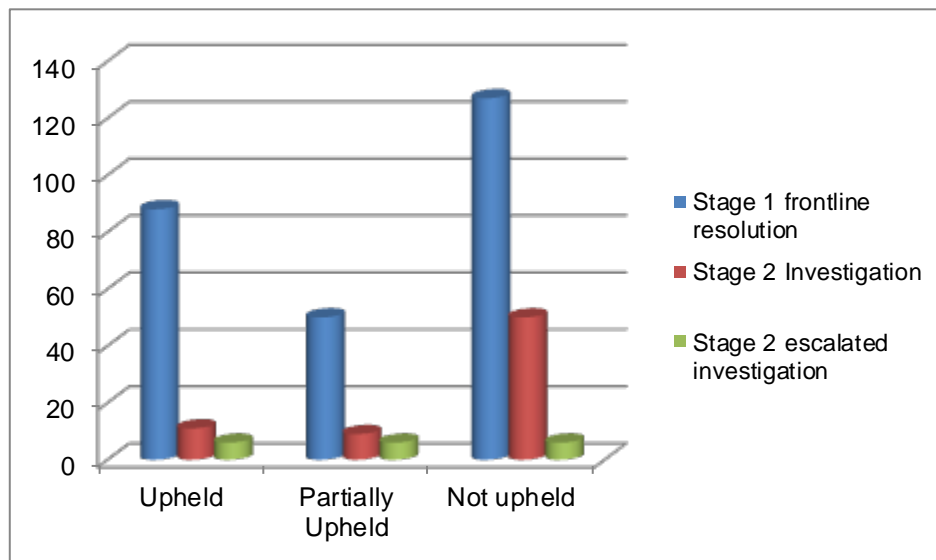
** Two complaints have been included in the stage two resolutions as time extension was granted allowing 25 days for the complaint to be resolved and reported within timescales

*** Inverclyde Leisure data only available for the period 2017/18

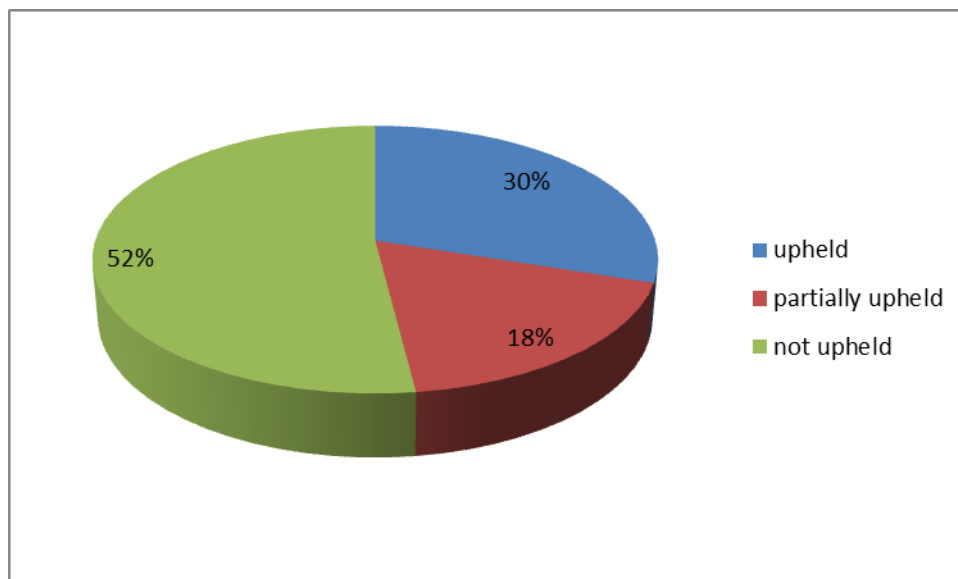
Services must maintain focus on ensuring complaints received are recorded and that the complaint handling procedure is followed by officers, in particular with regards to timescales to resolve complaints at stage one and stage two. When comparing in isolation Inverclyde Council’s complaint handling performance we have seen timescales to resolve complaints increase in both frontline resolution stage one complaints and stage two complaints investigations which impacts the average days.

2.4 Complaint Outcomes

The graph below outlines the outcomes following complaint investigation at each of the 3 stages a complaint may be taken through.



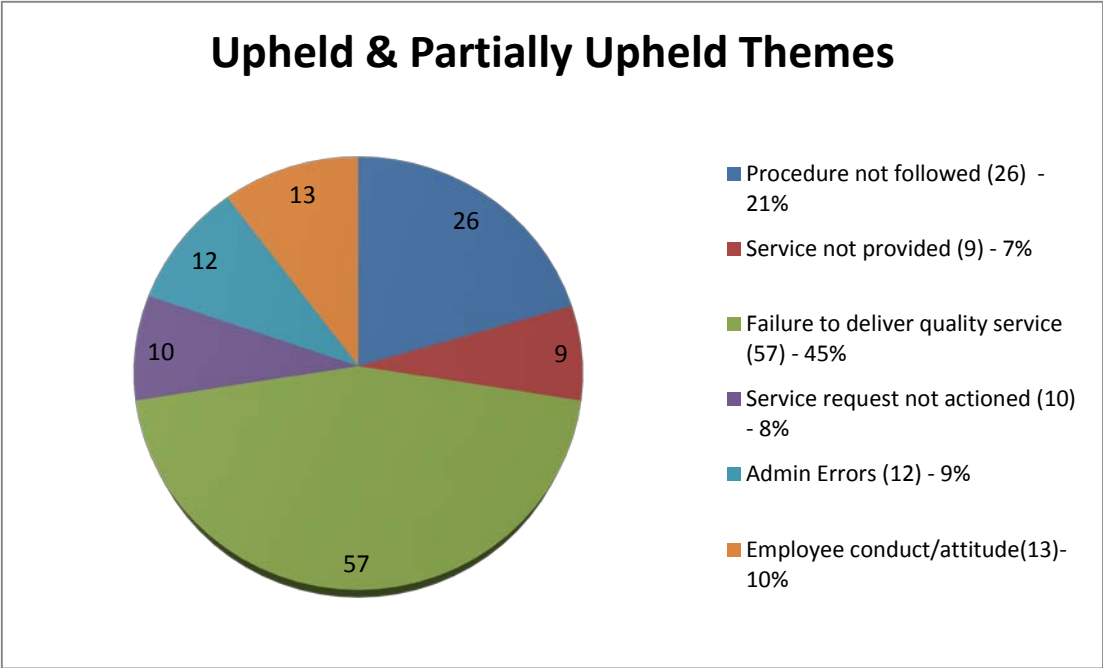
The pie chart outlines the collective outcomes of all complaint investigations at each of the stages the complaint for all areas.



2.5 Complaint themes

The 127 complaints which were upheld or partially upheld were examined for key themes. In some situations the complexity of some complaints were multi faceted although the true root cause was used to define this into a single theme.

The top complaint themes was for complaints where the service delivered was below the expected standards at 45%. This was inflated due to receiving 26 complaints from a single incident.



2.5 Learning from complaints

Inverclyde Council is committed to reflecting on occasions when we may not get it right in order to highlight opportunities for improvement. As such where a complaint has been upheld or partially upheld, the service determines what actions are required to support continuous improvement and prevent a repeat of circumstances that led to the complaint.

Service improvement recording commenced in November 2016 for Inverclyde Council only. Service improvement tracking requires to be developed for both ALEOs and the HSCP as this is not currently in place.

The Service Improvement table overleaf provides an overview of the type of complaints received together with a update on the service improvements that have been implemented during the reporting period.

Period	Service	Improvements Made
Apr 2017 to Jun 2017	Finance	<p>A few complaints were received with regards to delays in obtaining appointments with Registrars for registering deaths.</p> <p>A change was introduced that adjusted the appointment time allocated following the transition of a new process within the customer services centre to streamline the approach for all service users. A reminder on the Tell Us once procedure for registering deaths was undertaken at the same time.</p>
Apr 2017 to Jun 2017	Education	<p>At the end of a school day the school bus left the school without some of the pupils from a class. The bus firm did not follow the schools procedure to wait for the teacher to give permission for the journey to commence. Preventative contact was made with parents to highlight the matter.</p> <p>A review of the issue was undertaken with SPT and internal discussions took place with the staff involved in the school. Procedures were reviewed.</p>
Apr 2017 to Jun 2017	Education	<p>A pupil had an accident with some hot liquid during a class cookery lesson.</p> <p>Reviews of risk assessments, accident procedures and consent forms have been undertaken.</p>
July 2017 to Sept 2017	HR OD & Policy Communication	<p>Following the P1 Powerboat event a complaint was received from a resident about the provision of parking access passes for residents in the area impacted.</p> <p>Post implementation review will include a review of the methods of communication when planning future events that will impact the residents of Inverclyde parking at their property ensuring everyone is provided with parking access passes.</p> <p>Review of the process that takes account of any properties where a parking access passes could not be delivered with solutions that take account of the unexpected scenarios that may arise.</p>
July 2017 to Sept 2017	Finance	<p>An error was made when processing a Council Tax payment as a result of this the payment was incorrectly deducted from a previous years balance resulting in a reminder being issued in error.</p> <p>A reminder note was issued to all staff involved in the processing of payments about the care to be taken when allocating payments to specific years...</p>

July 2017 to Sept 2017	Environment & Public Protection Services	<p>Commercial premises were leaving their commercial waste for collection at midnight the day prior to their allotted collection. As a result of this the seagulls were foraging in the waste leaving an unsightly mess which was causing concerns for residents.</p> <p>Collection arrangements were reviewed by the service with the commercial proprietor and appropriate adjustments made to alleviate the extent of the issues.</p>
July 2017 to Sept 2017	Roads	<p>Road works were scheduled in a specific area and residents should have been notified by letter of what they should expect during this period given the early start time of works. Notices were on website and all other standard notices were in place. The resident who complained did not receive the letter and complained as the works had a significant impact on the resident.</p> <p>A review of internal process and instructions when officers are delivering letters to residents to ensure clear instructions are given to the officers. Any issues that are experienced with particular properties where a letter could not be issued should be noted in order to consider any alternative options that could be taken.</p>
July 2017 to Sept 2017	Finance	<p>A number of residents who pay their Council Tax by Direct Debit were issued reminders for previous years Council Tax arrears. They had previously been incorrectly excluded from these reminders.</p> <p>A fix was implemented to the system for Council Tax billing/reminders to ensure customers with a payment profile for Direct Debit are included when assessing payment status - this will prevent a similar issue arising in the future.</p> <p>When it is discovered that a Direct Debit payer is behind with their Council Tax payments, rather than issuing a Council Tax reminder the bill payer will receive an explanation as to how the arrears have arisen and a Council Tax bill will be issued with standard payment options. This will prevent customers feeling the Council have let matters go too far before pursuing them for payment.</p> <p>Customer service officers have been advised to offer payment proposals which would result in a timely resolution without need to complain.</p>

July 2017 to Sept 2017	Roads	<p>A complaint was raised following the allocation of a Disabled Person Parking Permit and the formal marking out of the allocated space took longer than the individual was anticipating.</p> <p>Learning was taken from this complaint to improve the communication in the letter issued notifying individuals of the next steps to ensure the Council manage expectations clearly.</p>
July 2017 to Sept 2017	Environment & Public Protection Services	<p>A resident complained about the position of the dog fouling bin in the area not being in an appropriate location that would encourage dog owners to use it. As a result of this individuals are leaving the dog waste in the surrounding area.</p> <p>The location was inspected and the dog fouling bin was moved to an appropriate position that would encourage its use and alleviate the issues being experienced.</p>
Oct 2017 to Dec 2017	Finance	<p>Customers experienced delays in registrars responding to emails and telephone messages relating to death registration appointments following the loss of a registrar at short notice. This placed constraints on their resources whilst the recruitment of a replacement was taking place...</p> <p>A review has been undertaken to improve the ways of working with the customer service centre to assist in managing customer experience during busy periods and make better use of the resources available..</p>
Oct 2017 to Dec 2017	Environment & Public Protection Services	<p>A service user who has a weekly residual collection for his refuse experienced issues regularly with his refuse not being collected as per the arrangement in place. The service established through their investigation of the matter that the crew were only pulling the service users refuse when it was full.</p> <p>The crew was instructed to ensure they empty the refuse weekly. The service will monitor the arrangement for a short period of time to ensure the new arrangement is embedded.</p>
Oct 2017 to Dec 2017	Libraries	<p>A complaint was received about the position of the date labels on talking books.</p> <p>The library sampled some of the books and established that for some of the books the content was covered by the labels. A communication was issued to all staff to ensure that the content detail of the book is not covered when attaching the date labels. Current stock levels will also be reviewed and labels moved as appropriate.</p>

Jan 2018 – Mar 2018	Education	<p>A complaint from a parent was received in connection with an issue with the recording and transfer of a pupil's records.</p> <p>A reminder was issued to schools of all processes in place and a best practice document will be produced.</p>
Jan 2018 – Mar 2018	Finance	<p>A complaint was received from a resident who had issues with correspondence being issued to them after more than a year for an overpayment of housing benefit. Whilst the resident agreed the recovery could be taken, due to a lack of maintenance of our records it has resulted in an administration error.</p> <p>As a result of this complaint a learning has been taken and reminders have been issued to staff in the Finance Team on the importance of writing to the customer once an overpayment has been taken to confirm what the balance is (if applicable) and the importance of looking at the period of time that has lapsed from contacting the landlord seeking client permission to take the payment.</p> <p>Consideration will be given to a four week follow-up process to aide smoother recovery and timely remedy of overdue amount.</p>
Jan 2018 – Mar 2018	Roads	<p>A complaint was received about the condition of the footpath in area just beyond the resident gate. The tarmac is broken up and covered in moss; it is covered in apples from a nearby fruit tree which is causing a hazard. Due to condition of the area owners are allowing dogs to foul and are not picking up and disposing the waste appropriately</p> <p>The Roads service is inspecting the area and undertaking appropriate works to improve the tarmac and remove moss from the area. Further remedial actions that require to be taken once these repairs are completed.</p>

2.6. Scottish Public Services Ombudsman right to appeal

Following a stage two investigation and written response, if a complainant remains dissatisfied with the outcome they have the right to appeal that decision with the Scottish Public Services Ombudsman (SPSO).

The table below outlines the number complaints received at the SPSO for Inverclyde Council.

Complaints received at the SPSO		
	2018/17	2017/16
Inverclyde Council	15	21

2.6.1 SPSO Reviews

The Ombudsman reviewed one complaint for Inverclyde Council which went through to full investigation, some aspects of that complaint were upheld. In particular the Council did not correctly follow their complaint handling procedure as we did not advise the complainant of their rights to bring the complaint to the SPSO to review. In the response letter issued to the complainant. An apology was provided to the complainant as recommended by the SPSO and the evidence was submitted to the SPSO within the required timescales.

The Ombudsman reviewed one complaint for the HSCP. The complaint related to NHS services for the period 2015/16, and resulted in a Serious Clinical Incident Review which in turn informed the complaint outcome in relation to the points raised. Following review, in February 2018 the SPSO upheld the complaint and highlighted 4 improvement recommendations for the HSCP. These have been covered in detail in the HSCP Annual complaint report.

3.0 Future Developments

The SPSO has recommended that all Local Authorities should be completing customer satisfaction surveys regularly to gain true insight on how well they are handling complaints. They are creating a model satisfaction survey which we are looking to introduce as part of our ongoing quality assurance of complaint handling. This will provide valuable insight on how well we are managing our complaint handling procedure and highlight opportunities to strengthen our approach.

The SPSO have confirmed that they will be working to assess the effectiveness of the model complaint handling procedures in place across the public sector in Scotland in the coming year. The Council will have an opportunity to provide feedback on areas where the procedure works well and where it may be improved. This may bring some changes to the current practices and reporting that this is provided.

Inverclyde Council will be publishing the complaint handling statistical reports on a quarterly basis which meets the expectations and standards set by the SPSO.

4.0 Conclusion

Inverclyde Council is committed to investigating, learning from and taking action as a result of individual complaints where it is found that standards have fallen below the level we expect and where services could be improved. By listening to the views of service users who make a complaint, we can improve our services.

Going forward, additional reporting requirements from the SPSO will require complaint information to be published on a quarterly basis which will focus on learning across Inverclyde Council.

Report To:	Policy & Resources Committee	Date:	13 November 2018
Report By:	Chief Financial Officer	Report No:	FIN/106/18/AP/CM
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	2019/20 Budget Update		

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Committee on recent developments in respect of the 2019/20 Budget and to seek associated decisions.

2.0 SUMMARY

- 2.1 At its last meeting on 18th September, the Committee agreed the overall 2018/19 Budget Strategy on the basis that the Council would be planning to set a one year Revenue Budget, would undertake a budget consultation exercise prior to Christmas and would not undertake any voluntary severance trawls associated with budget savings until greater clarity on the savings to be progressed had been received from Members. Following decisions taken at that Committee and prior to any decision in respect of Council Tax, the estimated funding gap in 2019/20 was £3.93 million.
- 2.2 The UK Government has announced that it would provide details of the forthcoming year's budget on 29th October. Following this a date of 12th December has now been given by the Scottish Government for the 2019/20 Scottish Budget announcement. Therefore officers are proceeding on the basis that information will be available for Members prior to Christmas which will provide greater clarity on the 2019/20 funding gap.
- 2.3 The Members' Budget Working Group (MBWG) has continued to meet and has agreed to undertake an initial high level review of potential saving options on a political grouping basis prior to Christmas. The intention of this exercise is to remove those savings which all political groups confirm they would not consider progressing as part of the 2019/20 Budget. This will mean that in the new year, Members will be able to concentrate on a smaller number of savings when taking decision as to how to balance the 2019/20 Budget.
- 2.4 In addition, the Members' Budget Working Group agreed that the Policy & Resources Committee should be asked to agree that a letter be sent to the Scottish Government seeking clarity on the implications for the Council were it to increase Council Tax in 2019/20 beyond 3%. The MBWG in asking this, however, wish to make it clear that does not indicate that there is any view that the Council will increase Council Tax beyond 3%.
- 2.5 The Budget Consultation agreed by the Committee on 18th September has commenced by seeking views on how the Council could save money. The results from this consultation will be reported to Members prior to Christmas.
- 2.6 The Environment & Regeneration Committee considered a report on the likely ongoing increases in waste disposal costs following Greenlight entering Administration. It is proposed that the estimated extra annual cost of £300,000 be met from the non-pay inflation provision from 2019/20. This leaves limited scope for any savings at this point in time from the non-pay inflation budget.

- 2.7 Negotiations around the 2018/19 Pay Award are ongoing with ballots being progressed by some Trades Unions. The current offer exceeds the Council's pay inflation provision by £130,000. Additionally a report elsewhere on the agenda contains proposals for a new Pay & Grading model. If agreed and implemented this will exceed the budgetary provision by approximately £80,000. Taken together these increase the 2019/20 estimated funding gap to £4.14 million.
- 2.8 Finally, there are further proposals which if agreed will close the funding gap and these are contained in Appendix 1 to the report. If agreed, then the funding gap would reduce by £772,000 to £3.38 million prior to any increase in Council Tax.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee agrees that a letter be sent to the Scottish Government seeking clarification on the implications for the Council were it to increase Council Tax beyond 3% 2019/20.
- 3.2 It is recommended that the Committee agrees to fund the estimated increase in Waste Disposal costs recently reported to the Environment & Regeneration Committee from the non-pay inflation budget from 2019/20.
- 3.3 It is recommended that the Committee approves the proposals contained in Appendix 1 of the report, subject to the approval of those proposals due to be considered later on in the agenda.
- 3.4 It is recommended that the Committee notes the latest position in respect of the 2019/20 Budget and in particular the emerging significant pay pressure and the approach being taken to have a high level review of savings options prior to Christmas.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 At the meeting of the 18th September 2018 the Committee agreed a number of important aspects of the 2019/20 Budget Strategy. These were that the Budget be developed on the basis of a 1 year (2019/20) Budget but with the opportunity for Members to take decisions beyond that time should sufficient information become available, that no VER trawls or decisions on specific savings be taken until greater clarity on the overall funding gap is known and that Officers progress a budget consultation with the public and employees prior to the Christmas break.
- 4.2 After the application of budget adjustments totalling £331,000, then the estimated funding gap prior to any increase in Council Tax for 2019/20 was £3.93 million.
- 4.3 The Committee also noted that an increased pay award had been offered to both teaching and non-teaching employees and that indications that this improved offer may not be accepted.

5.0 CURRENT POSITION

- 5.1 The UK Government has announced a budget date of 29th October 2018. The Scottish Government confirmed that the Scottish Budget will be announced on 12th December and Officers would intend to be in the position to provide an analysis to Members of the implications for Inverclyde Council prior to the Christmas break.
- 5.2 The MBWG has continued to meet and has agreed to undertake an initial high level review of potential saving options prior to Christmas. It is intended that this review will be on a political grouping basis and any savings where there is a unanimous view that the saving should not be progressed as part of the 2019/20 Budget will be removed from further consideration. The intention of this exercise is to ensure that Members can focus on a smaller group of savings early in the New Year.
- 5.3 The MBWG also agreed that it would recommend to the Policy & Resources Committee that further clarity is needed from the Scottish Government regarding the implications for the Council were it to increase Council Tax by more than 3% in 2019/20. In arriving at this decision, the MBWG was clear that in asking this question of the Scottish Government, it does not indicate that the Council is planning to increase Council Tax beyond the 3% level.
- 5.4 The Budget Consultation agreed by the Committee on 18th September has commenced by seeking views on how the Council could save money. The results from this consultation will be reported to Members prior to Christmas.
- 5.5 A recent announcement from HM Treasury regarding teachers' pensions is estimated to lead to an increase in employer's contributions for teachers' pensions of approximately 30%. Based on the current pay offer for teachers for 2018/19 and estimating the award for 2019/20, it is estimated that this could cost the Council a further £1.8 million. At this point in time, this cost is not included within the £3.9 million funding gap and if this increase in cost is confirmed and if the UK and/or Scottish Government does not fund this increased cost for Councils, then the funding gap will increase commensurately.
- 5.6 The Environment & Regeneration Committee considered a report on the likely ongoing increases in waste disposal costs following Greenlight being put into Administration. It is proposed that the extra annual cost of £300,000 be met from the non-pay inflation provision. This leave limited scope for any savings in this budget.
- 5.7 Negotiations around the 2018/19 Pay Award are ongoing with ballots being progressed by some Trades Unions. The current offer exceeds the Council's pay inflation provision by £130,000. Additionally a report elsewhere on the agenda contains proposals for a new Pay & Grading model. If agreed and implemented, this will exceed the budgetary provision by approximately £80,000. Taken together, these increase the 2019/20 estimated funding gap to £4.14 million.

5.8 Appendix 1 contains further savings/adjustments for Committee consideration. On the basis that these proposals are agreed, then this will reduce the current funding gap by £772,000 to £3.37 million before any increase in Council Tax.

6.0 NEXT STEPS

- 6.1 It is intended that all Members will receive a refreshed folder of detailed savings sheets in the middle of November in order that the initial review of savings proposals can be completed prior to the end of the month. Feedback will be given to the Members' Budget Working Group in early December with Officers progressing any further action agreed.
- 6.2 If as expected the Scottish Government announces Local Government Financial Settlement on 12th December, then the intention would be that the Members will receive an All Member Briefing on the Budget settlement the following week.
- 6.3 Finally the 6 monthly review of the Financial Strategy has commenced and will be reported to the Council on the 29th November.

7.0 IMPLICATIONS

7.1 Finance

The financial implications are as outlined in the body 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
Waste Disposal	PTOB	2019/20	300		Funding from Non-Pay Inflation Budget
Various	Various	2019/20	(772)		FYE Saving of £783k See Appendix 1

7.2 Legal

The legal implications are as outlined in the body of the report.

7.3 Human Resources

Within the savings proposals in Appendix 1 there is a proposal for voluntary early release. The details of this are contained in papers later in the agenda.

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

At this point in time the report contains no implications in respect of the Council's policy of encouraging repopulation.

8.0 CONSULTATIONS

8.1 The contents of this report are being endorsed by the Members Budget Working Group and have been discussed with the Trades Unions via the Joint Budget Group.

9.0 LIST OF BACKGROUND PAPERS

9.1 None

**2019/20 Budget
Adjustments as at 31.10.18**

Appendix 1

ERR	Full Year Savings £000	Comments	FTE
1/ Office AMP - Remaining recurring balance	70	Saving arises from the end of the Office AMP Strategy.	-
2/ Food Waste	36	Savings based on prior years out-turn.	-
ECOD	2019/20 £000	Comments	
1/ Ward 7 Community Facility Review	9	Subject of a detailed report to Education & Communities Committee - September, 2018.	-
2/ Children's Counsellor - Change of funding stream	31	Service to be funded from Attainment Fund.	-
3/ EYLC Transport no longer required	34	Impact is net of impact on Internal Transport.	-
4/ Fund Early Years post from 1140 hours grant	63	No impact on Nursery School Management.	-
HSCP	2019/20 £000	Comments	
1/ VER Physical Disability Team	35	Efficiency. More detail in the Private Papers.	1
2/ Older Persons Day Services - Change of Funding Stream	28	Service to be funded from slippage in Waivers.	-
Corporate	2019/20 £000	Comments	
1/ Saving on new Insurance Contract	128	Saving after retaining a £30k contingency for matters yet to be fully clarified.	-
2/ 3x VER Proposals	88	More details in separate report in Private Papers. FYE 2020/21 = £99k saving.	3
3/ Deletion of 11.5 FTE Vacancies	250	More details in separate report on the Agenda.	11
Total	772		15

AP/CM
19/10/18

Report To:	Policy & Resources Committee	Date:	13 November 2018
Report By:	Corporate Director Environment, Regeneration & Resources	Report No:	LP/111/18
Contact Officer:	Joanna Dalglish	Contact No:	01475 712123
Subject:	Contract Awards – 1 April 2018 to 30 September 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 April 2018 to 30 September 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 April 2018 to 30 September 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 April 2018 to 30 September 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 April 2018 to 30 September 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 April 2018 to 30 September 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 as requested by the Committee at its meeting on 17 May 2016. This is a nil return for the period 1 April 2018 to 30 September 2018.

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 31, 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 Equality Act 2010 and has obtained satisfactory information from the tenderer in relation to their statutory obligations under the Equality Act 2010.

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.

CONTACT AWARDS - 1 APRIL 2018 TO 30 SEPTEMBER 2018

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
10-Apr-18	ENV0275 Lady Octavia Sports Centre Car Park	Advance Construction (Scotland) Ltd	Bellshill	199,935.24	No	Yes	No
04-May-18	ENV0271 Mini-Competition via Scotland Excel Framework for Design, Supply and Installation of Outdoor Play Equipment for Branchton Play Area	Kompan Scotland Ltd	Livingston	139,525.45	Yes	Yes	No
18-May-18	ENV0288 Mini-Competition via Scotland Excel Framework for Supply and Delivery of Coated Roadstone	Hillhouse Quarry Group Ltd	Troon	Schedule of Rates	Yes	Yes	No
24-May-18	PRO0710 Service, Maintenance & Repair of Lifts within Inverclyde Council properties	Kone plc	Surrey	Schedule of Rates	Yes	Yes	No
05-Jun-18	PRO0698 Birkmyre Park, Kilmacolm - Rugby Pitch Drainage	R J McLeod (Contractors) Ltd	Glasgow	261,092.00	Yes	Yes	No
07-Jun-18	ENV0285 Proprietary Treatment of Carriageways	Colas Ltd	Crawley, West Sussex	225,236.80	Yes	Yes	No
27-Jun-18	CP0295/SIC HEEPS - Appointment of Delivery Partner	The Wise Group	Glasgow	Schedule of Rates	Yes	Yes	No
02-Jul-18	ENV0290 Mini-Competition via Scotland Excel Framework for Provision of a Food Waste Service	Scottish Water Horizons Ltd	Cumbernauld	Schedule of Rates	No	Yes	No
06-Aug-18	PRO0734 Greenock Municipal Buildings Window Replacement Phase 3	W H Kirkwood Ltd	Greenock	103,926.65	Yes	Yes	No
09-Aug-18	ENV0282 Parking Management System Services	Imperial Civil Enforcement Solutions Ltd	Bristol	Schedule of Rates	Yes	Yes	No
20-Aug-18	ENV0292 Cartburn Flood Risk Scheme	John McGeady Ltd	Glasgow	215,762.12	Yes	Yes	No
20-Sep-18	PRO0732 Demolition of St Stephen's HS	Chris Wright & Sons Ltd	Greenock	298,120.50	Yes	Yes	No

Report To:	Policy and Resources Committee	Date:	13 November 2018
Report By:	Steven McNab, Head of Organisational Development, Policy and Communications	Report No:	PR/28/18/SMcN/KB
Contact Officer:	Karen Barclay, Corporate Policy Officer	Contact No:	01475 712065
Subject:	Results from the Citizens' Panel Spring 2018 Survey		

1.0 PURPOSE

1.1 The purpose of this report is to inform the Committee of the headline results from the Citizens' Panel Spring 2018 Survey.

2.0 SUMMARY

2.1 The survey focused on the following topics:

- Inverclyde Council's Customer Services Centre.
- Inverclyde Council's reputation.
- Community safety.
- Alcohol.

The response rate to the survey was approximately 63%.

2.2 Throughout the report, commentaries on the results are included from the appropriate Council Service.

2.3 A number of significant points emerged from the Spring 2018 Survey:

- 91% of respondents stated that the courtesy of staff in the Customer Service Centre was good or very good.
- 66% of Panel members think the Council's staff are professional.
- 74% of respondents said they are either very satisfied or satisfied with Inverclyde as a place to live.
- 73% of respondents think that underage drinking needs to be tackled.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

- a. notes the main findings from the Spring 2018 Citizens' Panel Survey; and
- b. takes account of the results when reviewing service delivery, as appropriate.

Ruth Binks

Corporate Director Education, Communities and Organisational Development

4.0 BACKGROUND

- 4.1 The Citizens' Panel was established in 2007 to enable the Council to regularly consult with Inverclyde residents on a wide range of issues and to obtain feedback to improve and develop services to meet the needs of local people. The Panel comprises 1,000 local residents, with membership refreshed annually by one third.
- 4.2 Overall, 628 people, approximately 63% of Panel members, responded to the Spring 2018 Survey.
- 4.3 All sample surveys are subject to a degree of random error. Based on the return rate achieved for the Spring 2018 questionnaire, the margin of error is +/- 5%. It is important to bear this in mind when considering the results, particularly where comparative information is provided.

5.0 SURVEY TOPICS, FINDINGS AND COMMENTARIES

5.1 Inverclyde Council's Customer Services Centre

The first section of the report covered a variety of issues relating to Inverclyde Council's Customer Service Centre (CSC). A similar set of questions was asked in the Spring 2013 Panel questionnaire.

- 5.2 Forty-four per cent of respondents said they had contacted the Council's CSC in the last 12 months, the same proportion as in 2013. Thirty-eight per cent of Panel members said that they have never contacted the CSC, compared to 47% in 2013.
- 5.3 The most common means of getting in touch was by telephone (64%), followed by in person (34%) and by email (8%); these responses are very similar to those received in 2013. In 2018, the most common reason for getting in touch was Council Tax payments (19%), followed by refuse collection (14%) and pavement or road repairs (10%).
- 5.4 Sixty-five per cent of respondents said their question was answered/the issue was resolved during the initial contact, compared to 70% in 2013.
- 5.5 Respondents were then asked to consider a number of aspects of their most recent contact with the CSC and to indicate how they would rate their visit. Across the majority of aspects, respondents said their experience was very good or good. In contrast, the highest levels of dissatisfaction were found with the speed of response and the opportunity to provide feedback about services. Responses from 2013 are also shown in the undernoted table for comparative purposes.

	Very Good/Good		Poor/Very Poor	
	2018 %	2013 %	2018 %	2013 %
Knowledge of staff	82	89	5	2
Helpfulness of staff	85	89	4	4
Understanding your needs	83	85	5	5
Speed of response	76	80	10	12
Accuracy of information received	79	79	6	9
Opportunity to provide feedback about services	37	38	10	22
Level of courtesy you received from staff	91	90	4	3.

5.6 The next question asked the Panel how satisfied they were with a number of aspects of their last visit to the CSC. Satisfaction levels were highest regarding the following aspects:

- Accessibility of the Centre 92% (92% in 2013)
- Staff appearance and attitude 86% (88% in 2013)
- Opening hours 82% (79% in 2013).

5.7 In contrast, the three main issues that respondents indicated they were dissatisfied with were:

- Waiting times 15% (14% in 2013)
- Availability of staff 11% (12% in 2013)
- Privacy of consultation 10% (18% in 2013).

5.8 Other than in person and by telephone, the main ways in which respondents are interested in interacting with the Council are by e-mail (66%) and via our website (50%). Additionally, forty-three per cent of respondents said that they would be interested in receiving their Council Tax bill electronically.

5.9 Panel members were then asked about their awareness of our mobile app which was launched in 2016 to allow residents and visitors to request services, make payments and report a variety of issues such as potholes and dog fouling directly from their mobile telephones to the Council. Only 15% of respondents said that they were aware of the app, of which, just over a fifth (21%) said that they had used it.

5.10 Respondents were also asked whether they had heard of *MyAccount*, a simple and secure sign-in service which allows people to set up an on-line account to access the range of public services provided by Councils, the NHS, the Scottish Government and other public service bodies. Eighty-four per cent of respondents said that they were not aware of *MyAccount*. A very small number (2%) of respondents said they are aware of it and have registered while 10% of respondents are aware of it but do not plan on registering to use it.

Inverclyde Council's Customer Service Centre – Service Commentary

The feedback from the Citizens' Panel was helpful in the development of the updated Customer Service Centre Action Plan which forms part of the updated Customer Service Strategy 2018/21.

It will also help to inform the way forward to promote channel shift, particularly around our mobile app and MyAccount which, as highlighted above, are either not known about or not used, even by those who have an awareness of the initiatives.

The mobile app was given a soft launch in 2016 to allow procedural issues to support it to be implemented and tested for robustness. These issues have on the whole been resolved which will now allow the app to be widely publicised in the coming months. The comments in the Survey results indicate, however, that many of the residents of Inverclyde are not clamouring for change in terms of channels of contact with the Council and these views need to be factored in as we continue to drive channel shift forward. It is likely that significant engagement with our customers will be required to encourage the use of new or alternative channels.

We are pleased to note that the responses of the Citizens' Panel relating to the knowledge of CSC employees, helpfulness of staff, speed of response, accuracy of information received and the level of courtesy received from staff almost mirror the results of a targeted survey of 226 Customer Service Centre users carried out during a four week period between September and October 2017; for example, those results indicated that 97% of people were satisfied with the service they received.

6.0 INVERCLYDE COUNCIL'S REPUTATION

- 6.1 The second section of the Survey asked the Panel about the Council and its reputation.
- 6.2 Respondents were asked to look at a list of statements regarding the Council and to indicate how much they agreed or disagreed with each of them. The top three statements that respondents agreed or strongly agreed with were: the Council's staff are professional; the Council is helpful; and the Council promotes environmental sustainability. It is pleasing to note that two thirds (66%) of Citizens' Panel members agreed that the Council's staff are professional. We are encouraged also to note that more than half of respondents agreed both that the Council is helpful (58%) and that it promotes environmental sustainability (55%).
- 6.3 The top three statements that respondents disagreed or strongly disagreed with were: the Council keeps costs down; the Council's reputation is good; and the Council is efficient. However, it should be noted that only 27% of Panel members disagreed that the Council keeps costs down, with the same number (27%) disagreeing that our reputation is good. An even smaller number (24%) disagreed that the Council is efficient. Additionally, it is worth pointing out that fairly high numbers (between 32% and 39%) of respondents chose the 'neither/nor' option when they responded to this question.

Inverclyde Council's reputation – Service Commentary

The Citizens' Panel's responses to questions in this section of the Survey will be used in the long term measurement of the Council's reputation

The Council's reputation rests on a vast range of factors from how individuals interact with services on a day to day basis, its media reputation, to how local government in Scotland and across the UK is viewed collectively. The reputation information and responses to the Citizens' Panel questions will help to shape how the Council promotes and markets its services locally and outside Inverclyde.

The promotion of Inverclyde as an area and of the Council's services is important in helping to promote the area as a place to do business, visit and live – key factors in supporting the Inverclyde Alliance's repopulation plans.

7.0 COMMUNITY SAFETY

- 7.1 A selection of questions on community safety issues were last asked of the Citizens' Panel in the Spring 2016 questionnaire, as well as in 2014 and 2011. Where comparator information is available, this is provided below.
- 7.2 Panel members were firstly asked about their satisfaction with Inverclyde as a place to live and, secondly, with their neighbourhood as a place to live. The following table outlines their responses, together with their replies when the same questions were asked in previous surveys. Satisfaction levels have remained fairly steady over the period shown.

% that are satisfied with Inverclyde as a place to live			
2018 %	2016 %	2014 %	2011 %
74	75	72	72.

% that are satisfied with their neighbourhood as a place to live			
2018 %	2016 %	2014 %	2011 %
86	81	85	84.

- 7.3 When asked if they have ever considered leaving Inverclyde, just over a third (36%) of respondents said they have considered leaving the area, with 64% stating that they have not considered leaving Inverclyde.
- 7.4 Just under half (47%) of respondents said they thought their life was a little or a lot better than it was 5-10 years ago. A further 22% thought it was worse and almost one in three (32%) said it was neither better nor worse.
- 7.5 Respondents were then asked to consider a variety of crimes and state how concerned they were about these issues in their neighbourhood. The top three issues that people are most concerned about are:

	2018 %	2016 %
• Theft/robbery	53	46
• Vandalism, graffiti or other deliberate damage to property	45	40
• People hanging round the street	42	34.

- 7.6 Panel members were also asked about their feelings of safety. Between 2016 and 2018, the number of people who said they feel fairly or very safe outside during the day dropped slightly from 96% to 90%. Similarly, the proportion of people who feel safe in their neighbourhood outside at night has fallen from 73% in 2016 to 68% in 2018.
- 7.7 When asked how often they felt unsafe in their neighbourhood during the last year, 9% of respondents said they always or often felt unsafe, almost one fifth (18%) said they sometimes felt unsafe while 73% said they seldom or never felt unsafe in their neighbourhood in the past 12 months.
- 7.8 The next question in this section of the Survey asked Panel members if they or anyone in their household had been a victim or crime or anti-social behaviour in the last 12 months. Fourteen per cent of Panel members said that either they or someone in their household had been a victim of a crime or anti-social behaviour in the last year; of the 14%, no respondents who had been a victim of a crime or anti-social behaviour said that they thought it was a hate crime (i.e. a criminal offence committed against an individual or property that is motivated by a person's hatred of someone because of his or her actual or perceived race, religion, transgender identity, sexual orientation or disability).

Respondents who had been a victim of a crime or anti-social behaviour were most likely to report it to the Police (64%), followed by Inverclyde Council (26%) and their housing provider/landlord (18%); 15% of respondents said they did not report the incident.

- 7.9 Panel members were then asked if they had noticed a reduction in anti-social behaviour in the past 12 months. The following table outlines their responses, together with the replies when the same question was asked in 2011, 2014 and 2016:

Have you noticed a reduction in anti-social behaviour in your neighbourhood in the past 12 months?			
2018 %	2016 %	2014 %	2011 %
10	33	13	10.

7.10 The next question asked Panel members if they were aware of the freephone telephone number to report anti-social behaviour (0800 01 317 01). The following table outlines their responses, together with the replies when the same question was asked in 2011, 2014 and 2016:

2018 %	2016 %	2014 %	2011 %
27	35	43	44.

Community Safety – Service Commentary

It is encouraging to note that almost three-quarters (74%) of Panel members are satisfied with Inverclyde as a place to live, a similar response rate (75%) from the Survey in 2016. Even more encouraging is the increase (of 5% to 86%) in those who are satisfied with their neighbourhood as a place to live compared to the 2016 Survey.

For the first time, questions were included to ask Panel members if they have ever considered leaving Inverclyde and if they believed their life is better than it was 5-10 years ago. Panel members were also given the opportunity to provide reasons for their responses and, where appropriate, these have been passed to the relevant Council Services for action.

Respondents also provided useful comments regarding what would help them feel safer in their neighbourhood, together with comments about community safety in Inverclyde. The Council and the Community Safety Partnership are aware of concerns expressed by the Panel regarding large youth gatherings across locations in Inverclyde. The Council and its community safety partners have detailed action plans in place that aim to ensure that young people stay safe in the local area; we also provide support to communities that may be experiencing anti-social behaviour in their neighbourhoods. Some Panel members provided details of specific incidents and these have been passed to the relevant agencies.

The results from this section of the Survey included comments about public space CCTV in Inverclyde. We are currently renewing the public space CCTV system but can also advise that the network of public space CCTV throughout the authority area is supported by the provision of mobile CCTV and body-worn cameras via our Community Warden service.

We note that, of those Panel members who had been a victim of a crime or anti-social behaviour, no respondents thought that the offence was a hate crime, while 10% were not sure. The Community Safety Partnership is keen to raise awareness to the general public of what hate crime is, and works with groups across Inverclyde who may be at more risk of being victims of hate crime.

While the Council cannot respond directly to the Panel's comments regarding additional police patrols, we have shared this information, as appropriate. Police Scotland advise that, across Inverclyde, there are neighbourhood policing teams who engage with many communities and frequently attend community meetings and events in their respective neighbourhoods. The Council works closely with Police Scotland including attending

tasking meetings to arrange joint partnership working between the Community Wardens and neighbourhood policing teams.

8.0 ALCOHOL

- 8.1 The final section of the survey asked about alcohol and alcohol misuse. The first question asked Panel members how far from their home they normally travel to buy alcohol. Twenty-seven per cent of respondents said they travel less than one mile to buy alcohol, 40% said they travel between one and five miles and 5% travel more than five miles. The remainder of the respondents (28%) said they do not buy alcohol.
- 8.2 When asked if alcohol caused any problems in their neighbourhood, 41% of respondents said it does not, compared to 45% in 2015. The main issues that alcohol does cause in neighbourhoods are *problems associated with underage drinking* (29%); followed by an *increase in incidents of anti-social behaviour* (27%); and *drinking in public places* (24%).
- 8.3 Panel members were then asked what action they thought should be taken to tackle alcohol problems. Almost three quarters (73%) of respondents think that underage drinking needs to be tackled, compared to 50% in 2015. This was followed by 67% respondents who believe that education in schools should be undertaken, compared to 57% in 2015. Two third of Panel members (66%) said that changing attitudes towards alcohol in the West of Scotland is required, compared to 57% in 2015. Meanwhile, just over a third (36%) said that the availability of alcohol should be reduced, down from 40% in 2015.
- 8.4 In this section of the Survey, the top three issues that respondents stated they have experienced in the past 12 months were:
- Teenagers or children causing a nuisance 50%
 - Witnessed drinking in public places 44%
 - Rowdy behaviour, for example drunkenness, hooliganism or loutish conduct 42%.
- 8.5 Panel members were then asked what impact they thought a number of initiatives would have on reducing the harm caused by excessive alcohol consumption. The initiative which the greatest number of respondents feel would have the highest impact is *youth projects to divert young people away from underage drinking, for example, Midnight League (football), positive youth activities etc* with 82% of respondents selecting this option.
- 8.6 The final question in the Survey asked Panel Members to indicate whether they thought there were too few or too many of a variety of licenced premises (i.e. pubs, nightclubs, restaurants, off-licences and supermarkets). In general, between half and two thirds of all respondents thought that there was an adequate number of premises. Thirty-one per cent said there are too few restaurants and the same number (31%) think there are too many off-licences in the local area.

Alcohol – Service Commentary

The results from the Spring 2018 Citizens' Panel Survey provide us with information about the wider community impact of alcohol misuse and the community's perspective on what we should do to prevent and address problematic alcohol use. The Panel's responses also provide us with information about the purchase of alcohol including how far people travel to purchase alcohol, together with views on the supply of opportunities to purchase alcohol in Inverclyde.

A key aim in the Inverclyde Alcohol and Drug Partnership (IADP) Strategy is to reduce the impact of alcohol misuse on our community. IADP partners work together to deliver a whole population approach to alcohol misuse. This approach recognises that the health and social problems caused by alcohol misuse do not only impact on the person who drinks and their families, but also on the wider community. In particular, this can

manifest itself as anti-social behaviour and, more seriously, criminal activity.

The IADP Strategy has a focus on treatment, prevention and education. Partners work to address individuals' alcohol misuse issues through the Health and Social Care Partnership (HSCP) services and community recovery services. These services are under review as part of the Inverclyde HSCP service improvement programme. IADP partners deliver a comprehensive range of alcohol education prevention inputs to young people in primary and secondary schools and in youth venues. Inverclyde will soon implement the NHS Greater Glasgow and Clyde Board-wide re-designed Substance Misuse Toolkit in all schools.

Reducing anti-social behaviour, problems associated with underage drinking and drinking in public places, are key actions in the IADP's Delivery Plan and the Inverclyde Community Safety Strategy. During 2018, the focus has been on informing parents of alcohol-related harm and awareness of local anti-social behaviour issues. Community seminars and social media were used to communicate with parents. In addition, there has been a concerted programme of co-ordinated action from ADP partners in response to large groups of young people associated with underage drinking and anti-social behaviour; this issue has been under constant scrutiny during 2018.

We continue to target the purchase of alcohol by under-18s, sale to under-18s and drinking by under 18s in public places, we well as proxy or agent purchase. This has included local implementation of Police Scotland's test purchase programme, raising awareness of legal issues around agent purchase with licensees and the community through the work of trading standards and licensing officers.

The Citizens' Panel expressed the view that access to alcohol outlets has a role in reducing alcohol-related harm. IADP partners are represented on the Inverclyde Licensing Forum. The Forum is preparing an Inverclyde Alcohol Profile (informed by best practice guidance from Alcohol Focus Scotland); this profile will provide the Licensing Board with information about alcohol-related harm across small geographic areas in Inverclyde.

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	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

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

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

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

9.5 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.

10.0 CONSULTATION

10.1 The appropriate Council Services were consulted on the development of the Spring 2018 Citizens' Panel Survey. Commentaries on the results of Survey from the respective Council Services are included in this report.

11.0 CONCLUSION

11.1 The results of the Citizens' Panel Spring 2018 questionnaire are presented for the Committee's consideration, with the recommendation that they are taken into account when reviewing service delivery, as appropriate.

12.0 BACKGROUND PAPERS

12.1 Citizens' Panel Spring 2018 Survey Results.

Report To:	Policy and Resources Committee	Date:	13 November 2018
Report By:	Head of Organisational Development, Policy and Communications	Report No:	PR/30/18/SMcN/KB
Contact Officer:	Karen Barclay, Corporate Policy Officer	Contact No:	01475 712065
Subject:	British Sign Language Plan 2018/24		

1.0 PURPOSE

- 1.1 The purpose of this report is to seek approval of our British Sign Language (BSL) Plan 2018/24. The Plan is attached as Appendix 1 and the relevant Equality Impact Assessment (EIA) is attached as Appendix 2.

APPENDICES
1 AND 2

2.0 SUMMARY

- 2.1 The BSL (Scotland) Act 2015 requires the Council to develop a BSL Plan 2018/24. As the deadline for publication of the Plan was 24 October 2018, the document has been published on the Council's website, pending approval by the Committee.
- 2.2 The Plan comprises around 30 improvement actions, grouped under seven themes including School Education; Culture and the Arts; and Democracy.
- 2.3 Engagement on the first Draft and on the Final Plan has taken place with local D/deaf and Deafblind BSL users¹.
- 2.4 In 2020, the Council will be expected to make a contribution to the Scottish Government's National Progress Report on its BSL National Plan 2017/23.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee:
- notes that the Council was required to develop a BSL Plan 2018/24;
 - approves the Final BSL Plan 2018/24 which has been published on the Council's website; and
 - notes that, in 2020, the Council will be expected to make a contribution to the Scottish Government's National Progress Report on its BSL National Plan 2017/23.

Ruth Binks
Corporate Director, Education Communities and Organisation Development

¹ Whenever we refer to *BSL users*, we mean D/deaf and/or Deafblind people (those who receive the language in a tactile form due to sight loss) whose first or preferred language is BSL.

4.0 BACKGROUND

- 4.1 Inverclyde's population in 2017 was estimated to be 78,760 while the results from Scotland's 2011 Census indicated that there are 212 people aged three years or over who use BSL in the local area.
- 4.2 Scotland's first BSL National Plan 2017/23 sets out Scotland's ambition to be the best place in the world for BSL users to live, work and visit; it includes around 70 actions that the Scottish Government will take by 2023 to help them make progress towards that goal.
- 4.3 The Scottish Government has made a commitment to produce a National Progress Report on its Plan in 2020 (as required by the legislation) and the Council will be expected to make a contribution to that document, as appropriate.
- 4.4 The BSL (Scotland) Act 2015 requires the Council to develop a BSL Plan 2018/24. The deadline for publication of the Plan was 24 October 2018; in light of that timescale, the document has been published on the Council's website, pending approval by the Committee.
- 4.5 Our BSL Plan 2018/24 comprises around 30 improvement actions, grouped under the following themes:
- Across all our services
 - Family Support, Early Learning and Childcare
 - School Education
 - Training, Work and Social Security
 - Health (including social care), Mental Health and Wellbeing
 - Culture and the Arts
 - Democracy.
- 4.6 A BSL Plan Sub-Group was established to populate the BSL Plan template issued by the Scottish Government for Councils' use. Given the wide-ranging themes in the Plan, representation on the Sub-Group comprises Officers from a number of Council Services: OD, Policy and Communications; Finance; Education; Inclusive Education, Culture and Communities; Legal and Property; Regeneration and Planning; and the Health and Social Care Partnership.

5.0 ENGAGEMENT PROCESS

- 5.1 The Council was required to engage on the first Draft and on the Final Plan with local D/deaf and Deafblind BSL users. To facilitate meaningful consultation, both versions of the Plan were translated into BSL. A consultation event took place on 7 August 2018 to gather views on the first Draft of the Plan. At that event, the Council provided BSL Interpreters and Electronic Note-Takers to allow attendees to fully participate in the discussion.
- 5.2 As well as making their views known at the consultation event mentioned above, interested parties could also submit comments on the Draft and Final Plans via email; the submission of a BSL video or by writing to the Council. For each section of the Draft Plan, local people were invited to respond to two questions:

Q1	Do you agree that the improvement actions in (each) section (of the Plan) are the right ones?
Q2	Are there any other actions that you think the Council could take to help make progress towards the long-term goal for (each) section of the Plan?

5.3 Respondents were then invited to make final, general comments on the Draft Plan. Following the first part of the consultation process, feedback was incorporated into the Final Plan.

6.0 INVERCLYDE COUNCIL'S BSL PLAN 2018/24

6.1 The Council's Draft BSL Plan 2018/24 sets out improvement actions that we will implement during the next five years. The *National Action Plan* numbers referred to in our Plan have been cross-referenced to the Scottish Government's BSL National Plan 2017/23.

6.2 Implementation of our Plan will support the seven long-term goals (which relate to the Council) in the BSL National Plan 2017/23:

1. Scottish Public Services

- Across the Scottish public sector, information and services will be accessible to BSL users.

2. Family Support, Early Learning and Childcare

- The Getting it Right for Every Child (GIRFEC) approach will be fully embedded, with a D/deaf or Deafblind child and their family offered the right information and support at the right time to engage with BSL.

3. School Education

- Children and young people who use BSL will get the support they need at all stages of their learning, so that they can reach their full potential; parents who use BSL will have the same opportunities as other parents to be fully involved in their child's education; and more pupils will be able to learn BSL at school.

4. Training, Work and Social Security

- BSL users will be supported to develop the skills they need to become valued members of the Scottish workforce, so that they can fulfil their potential, and improve Scotland's economic performance. They will be provided with support to enable them to progress in their chosen career.

5. Health (including Social Care), Mental Health and Wellbeing

- BSL users will have access to the information and services they need to live active, healthy lives, and to make informed choices at every stage of their lives.

6. Culture and the Arts

- BSL users will have full access to the cultural life of Scotland, and an equal opportunity to enjoy and contribute to culture and the arts, and are encouraged to share BSL and Deaf culture with the people of Scotland.

7. Democracy

- BSL users will be fully involved in democratic and public life in Scotland, as active and informed citizens, as voters, as elected politicians and as board members of our public bodies.

6.3 While the Council's BSL Plan 2018/24 includes a number of new improvement actions, when the document was being devised, we also took the opportunity to highlight some of the good work currently taking place across the Council around BSL; for example, at the Garvel Deaf Centre and Moorfoot Primary School (included in Section 3 of Appendix 1).

7.0 IMPLICATIONS

7.1 Financial implications - one-off costs:

Cost centre	Budget heading	Budget year	Proposed spend this report	Virement from	Other comments
02400 000 61002	Miscellaneous expenditure	2018/19	£11,000	n/a	Production, translation, engagement and implementation of the Draft and Final Draft BSL Plans 2018/24

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

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

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

7.4 Equalities: The implementation of our BSL Plan 2018/24 should have a positive impact on local BSL users and therefore on people with the Protected Characteristic of *Disability*. An EIA has been prepared for the Plan and is attached as Appendix 2.

7.5 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.

8.0 CONSULTATION

8.1 The appropriate Council Services were fully involved in the devising of the Council's Draft BSL Plan 2018/24. Consultation on the Draft and Final versions of the Plan took place with local D/deaf and Deafblind BSL users.

9.0 CONCLUSION

9.1 The Committee is asked to note that the Council was required to devise and publish a BSL Plan 2018/24 by 24 October 2018 and that, in 2020, we will be expected to make a contribution to the Scottish Government's National Progress Report on its BSL National Plan 2017/23. Finally, the Committee is asked to approve the Final BSL Plan 2018/24.

10.0 BACKGROUND PAPERS

10.1 The Scottish Government's BSL National Plan 2017/23.

Inverclyde Council
Final British Sign Language Plan 2018/24

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Inverclyde Council

Final British Sign Language Plan 2018/24

Introduction

Inverclyde is located on the west coast of Scotland and is one of the most attractive places in Scotland to live, work and visit, with breath-taking scenery, excellent transport links to Glasgow and Edinburgh, some of the best walking and sporting activities in Europe and the best school estate in Scotland.

The main towns of Greenock, Gourock and Port Glasgow sit on the Firth of the Clyde. The towns provide a marked contrast to the coastal settlements of Inverkip and Wemyss Bay, which lie to the South West of the area, and the picturesque villages of Kilmacolm and Quarrier's Village, which are located further inland and offer a further dimension to the area's diversity, particularly in social, economic and physical terms.

A strong sense of community identity exists in Inverclyde and in local neighbourhoods in particular. Local citizens are rightly proud of Inverclyde and its history which is steeped in centuries of maritime and industrial endeavour.

Inverclyde's population in 2017 was estimated to be 78,760 while the results from Scotland's 2011 Census indicated that there are 212 people aged 3 years or over who use British Sign Language (BSL) in the local area.

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Background to Inverclyde Council's Final BSL Plan 2018/24

The BSL (Scotland) Act 2015 promotes the use of BSL in Scotland and requires Inverclyde Council to develop a BSL Plan for the period 2018/24 which will outline how it will promote and raise awareness of the language.

This is the Council's Final BSL Plan 2018/24 which sets out improvement actions we will take during the next five years.

This document follows the BSL National Plan 2017/23 which was published in October 2017 and developed through extensive engagement with D/deaf and Deafblind BSL users¹ and those who work with them. The National Plan includes 70 actions that the Scottish Government will take by 2020 to help it make progress towards its ambition of making Scotland the best place in the world for BSL users to live, work and visit.

The improvement actions in our Plan are framed around the same long-term goals as the National Plan 2017/23 and grouped under the following themes:

- Across our services
- Family Support, Early Learning and Childcare
- School Education
- Training, Work and Social Security
- Health (including social care), Mental Health and Wellbeing
- Culture and the Arts
- Democracy.

The *National Action Plan* numbers referred to in the Council's Plan should be cross-referenced to the BSL National Plan 2017/23 which is available to view on the Scottish Government's website.

The Scottish Government has made a commitment to produce a National Progress Report on its Plan in 2020 and the Council will make a contribution to that document, as appropriate.

¹ Whenever we refer to *BSL users*, we mean D/deaf and/or Deafblind people (those who receive the language in a tactile form due to sight loss) whose first or preferred language is BSL.

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How to provide feedback on the Final Plan

We would be grateful if you would give us your views on this Final Plan. By providing your opinions, you will play an important part in shaping the Council's BSL Plan 2018/24. The more people who provide feedback, the better the Plan will be and we can ensure that we take the views of local people into account.

A consultation event took place on 7 August 2018 to gather views on the first Draft of the Plan. Feedback from that event has been incorporated into this document.

Interested parties can comment on this version of the Plan by:

- sending an email to corporatepolicy@inverclyde.gov.uk
- sending a BSL video to corporatepolicy@inverclyde.gov.uk
- writing to The Corporate Policy Team, Organisational Development, Policy and Communications Service, Inverclyde Council, Municipal Buildings, Greenock, PA15 1LY.

The closing date for submissions on this document is 29 October 2018.

We look forward to receiving your feedback.

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Section 1: Across all our services

The Council shares the long-term goal for all Scottish public services set out in the BSL National Plan 2017/23, which is:

- ***across the Scottish public sector, information and services will be accessible to BSL users.***

National Action No.	
2	<p>Analyse existing evidence we have about BSL users in the Council; identify and fill key information gaps so that we can establish baselines and measure our progress.</p> <p>We will take steps to improve the data we hold on BSL users by completing a review of our Equal Opportunities Form to establish if the wording for current and potential employees could be improved. Thereafter, any changes made to the Form will be replicated in our payroll/human resource management system, as appropriate.</p> <p>We will carry out a training needs analysis across the Council to establish the number of BSL users we have and what level of qualification they hold.</p>
3 4	<p>Improve access to our information and services for BSL users, including making our website more accessible to BSL users.</p> <p>We will consider the results of the Society for IT practitioners in the public sector (SOCITM) review of our website earlier this year to establish how it may be adapted to improve access for BSL users.</p>
5	<p>Promote the use of the Scottish Government's nationally-funded BSL online interpreting video relay services <i>contactSCOTLAND-BSL</i> to staff and local BSL users.</p> <p>We will explore what action is required to provide the <i>contactSCOTLAND-BSL</i> service for our customers².</p>
6	<p>Signpost staff who work with BSL users to appropriate BSL awareness training.</p> <p>We will investigate how we can raise our employees' awareness of BSL and the other services available to interact with our customers who are BSL users.</p>

² This improvement action should be cross-referenced with National Action Numbers 21, 34 and 65.

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Section 2: Family Support, Early Learning and Childcare

The Council shares the long-term goal for Family Support, Early Learning and Childcare set out in the BSL National Plan 2017/23, which is:

- ***the Getting it Right for Every Child (GIRFEC) approach will be fully embedded, with a D/deaf or Deafblind child and their family offered the right information and support at the right time to engage with BSL.***

National Action No.	
10	<p>Improve access to early years' services for parents whose child is diagnosed as D/deaf or Deafblind by developing information about BSL and deaf culture for service providers who support parents, such as health visitors.</p> <p>Garvel Deaf Centre works with Audiology and Speech and Language Therapy services which share information on newly-diagnosed/identified babies and children. Garvel also offers information and the services of a Teacher of the Deaf to support families and provide access to a deaf role model.</p> <p>We will explore how we can strengthen existing relationships with health services such as Audiology and Health Visitors and improve systems for information sharing.</p>
11	<p>Assist families of D/deaf and Deafblind children by ensuring that they have access to BSL resources as early as possible in their child's life.</p> <p>The Garvel Deaf Centre's BSL Tutor produces DVDs and <i>You Tube</i> videos of children's stories and books for early years.</p> <p>Staff at the Hillend Children's Centre use BSL and sign-assisted English which is grammatically correct for hearing children with communication difficulties; this provides a multi-sensory approach to communication which gives children alternative methods of interacting.</p> <p>We will work with other stakeholders to introduce the most appropriate digital platforms for signposting and disseminating information on these resources.</p>
12	<p>Develop BSL resources and advice within key programmes such as <i>BookBug</i> so that parents can be supported to interact with their child during this critical developmental phase.</p> <p>The Garvel Deaf Centre staff work alongside library colleagues, signing <i>BookBug</i> books in Moorfoot Primary School classes that have deaf children. The <i>Oxford Reading Tree Scheme</i> has signed books in Level 1-4 which we send home to</p>

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	<p>parents to ensure they can learn alongside their children and provide support with homework.</p> <p>We will consider the possibility of deaf adults (or children) producing the <i>BookBug</i> books in BSL in an appropriate digital format so that they could be accessed by schools across Inverclyde.</p>
13	<p>Work with partners to determine the best way of enabling families and carers to learn BSL so that they can communicate effectively with their D/deaf or Deafblind child in the crucial early years (0-8 years).</p> <p>The Garvel Deaf Centre's BSL Tutor offers family sign classes in the Garvel base and/or at home or in a local community hub. We will look at increasing the number of classes we can offer to parents and families (especially out with school hours).</p> <p>We will also work closely with deaf organisations such as the National Deaf Children's Society to direct parents to BSL classes/support offered.</p>

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Section 3: School Education

The Council shares the long-term goal for School Education set out in the BSL National Plan 2017/23, which is:

- *children and young people who use BSL will get the support they need at all stages of their learning, so that they can reach their full potential; parents who use BSL will have the same opportunities as other parents to be fully involved in their child's education; and more pupils will be able to learn BSL at school.*

National Action No.	
17 18	<p>Contribute to the Scottish Government's investigation of the level of BSL held by teachers and support staff working with D/deaf and Deafblind pupils in schools, and take account of any new guidance for teachers or support staff working with pupils who use BSL.</p> <p>Inverclyde Council recognises that the level of BSL training undertaken by the appropriate employees in its educational establishments is a key area of interest for the families of our D/deaf and Deafblind pupils. We will therefore consider how we can support the Scottish Government's investigation of the level of BSL held by teachers and support staff working with D/deaf and Deafblind pupils in schools. Once the results of the investigation become available, we will take account of any new guidance for teachers or support staff working with pupils who use BSL and thereafter implement any recommendations arising from the investigation, as appropriate.</p>
19	<p>Work with the Scottish Qualifications Authority (SQA) to develop an initial suite of Awards in BSL which will form the basis of any future development of BSL qualifications up to Level 6 of the Scottish Credit and Qualifications Network.</p> <p>The Garvel Deaf Centre's BSL Tutor has been part of the SQA Steering Group which is developing new curriculum materials for a National 3 and National 4 qualification in BSL. We note that, in 2019, the SQA will develop National 5 and Higher resources.</p> <p>We aim to offer National 3 and 4 qualifications in BSL at Clydeview Academy. We are also considering rolling out the qualification to other secondary schools in Inverclyde.</p>
20 21	<p>Take forward advice developed by Education Scotland to:</p> <p>a. improve the way that teachers engage effectively with parents who use BSL</p>

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	<p>b. ensure that parents who use BSL know how they can get further involved in their child's education.</p> <p>All assemblies and school shows are interpreted in BSL, where required. Report Cards are signed and put onto DVDs for deaf parents. A yearly Celebration of Sign event is held in the Garvel Deaf Centre at Moorfoot Primary School and invitations are extended to deaf adults, deaf organisations and deaf and hearing children.</p> <p>Deaf awareness training is currently offered to all schools in Inverclyde which have a deaf child. The training is delivered by the Garvel Deaf Centre's Teacher of the Deaf and the Educational Audiologist.</p> <p>We will aim to ensure that schools know how to book a BSL Interpreter for any school events involving deaf parents. We will also ensure that schools with deaf parents consider having a signed performance of events such as presentations or school shows.</p> <p>We plan to make the Celebration of Sign event a bigger and more widely publicised initiative across the Council.</p> <p>We will look at offering deaf awareness training more widely to Council employees, including Education Services' staff.</p>
21	<p>Work with BSL users to develop information and advice about how parents who use BSL can get further involved in their child's learning (this work will be led by Education Scotland).</p> <p>We plan to include BSL video links for school information on the Moorfoot Primary School/Garvel Deaf Centre website.</p> <p>We will publicise the Contact Scotland-BSL website to enable parents to make contact with their child's school.</p> <p>We will explore how we can include information in BSL on the television screens in school reception areas.</p>
23	<p>Contribute to the Scottish National Centre for Languages programme of work to support the learning of BSL in schools for hearing pupils as part of the 1+2 programme, including sharing best practice and guidance.</p> <p>BSL is currently taught to all Moorfoot Primary School pupils from Nursery to Primary 7. By the end of Primary 7, almost all children have a SQA Qualification in BSL.</p> <p>Primary 7 pupils from the feeder primaries to Clydeview Academy are taught an Introduction to BSL.</p> <p>We will raise awareness in Inverclyde primary schools of BSL as an option in the 1+2 languages programme and offer tasters in other Inverclyde schools.</p>

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	<p>We will consider producing on-line BSL tutorials that all Inverclyde schools could access.</p> <p>We will share the Garvel Deaf Centre/Moorfoot Primary School model as an example of good practice.</p>
24	<p>Assemble an expert advisory group to support this work (of action number 23). This will include recommendations for a longer term strategy to support the teaching of BSL to hearing pupils, and gathering data to measure progress. This will be led by the Scottish National Centre for Languages, and will report to the Scottish Government by 2020.</p> <p>We will work with the advisory group and provide input to the longer term strategy to support the teaching of BSL to hearing pupils.</p>

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Section 4: Training, Work and Social Security

The Council shares the long-term goal for training, work and social security set out in the BSL National Plan 2017/23, which is:

- ***BSL users will be supported to develop the skills they need to become valued members of the Scottish workforce, so that they can fulfil their potential, and improve Scotland's economic performance. They will be provided with support to enable them to progress in their chosen career.***

National Action No.	
28	<p>Signpost pupils and students to a wide range of information, advice and guidance in BSL about their career and learning choices and the transition process.</p> <p>If a pupil is attending West College Scotland post-school, we notify the Head of Enabling Services at the College. An assessment of need is then arranged and the appropriate support provided.</p> <p>In circumstances where a pupil requires information and support, we refer them to our partners at Skills Development Scotland to facilitate the process and help them access services using their Provider Resource guide which outlines what services are offered.</p> <p>Support for pupils who move to an Activity Agreement post-school would be commissioned to meet their needs, for example, if someone is required to sign for the pupil, when required.</p>
34	<p>Work with partners who deliver employment services, and with employer groups already supporting employability to help signpost them to specific advice on the needs of BSL users.</p> <p>We will raise awareness of <i>Contact Scotland-BSL's</i> Video Relay Service with our employability pipeline contract provider and our wider partner networks including the Inverclyde Regeneration and Employability Partnership (IREP) and Employer Engagement Plus (EEP). This will initially be achieved by organising a demonstration/presentation from Contact Scotland-BSL at scheduled partnership meetings. Thereafter, it will be included as a regular item for the groups to review.</p>
35	<p>Raise awareness locally of the UK Government's <i>Access to Work</i> scheme with employers and with BSL users (including those on Modern Apprenticeships) so that they can benefit from the support it provides.</p> <p>Through the various employability partnership groups, the UK Government's</p>

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	<p><i>Access to Work</i> scheme is communicated with all employability partners across Inverclyde on a regular and as required basis. This is facilitated by key partners at Jobcentre Plus in the provision of <i>Access to Work</i> scheme awareness sessions and as part of the IREP and EEP agenda.</p> <p>The EEP partners work directly with employers and on a no wrong door approach, ensuring that, whichever partner engages with an employer, the employer offer is fully inclusive of all available support and activity, including the <i>Access to Work</i> scheme provision and support. The EEP partnership group includes representation from the Inverclyde Chamber of Commerce, providing direct links to local employers in the group.</p>
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Section 5: Health (including social care), Mental Health and Wellbeing


The Council shares the long-term goal for Health (including social care), Mental Health and Wellbeing set out in the BSL National Plan 2017/23, which is:

- ***BSL users will have access to the information and services they need to live active, healthy lives, and to make informed choices at every stage of their lives.***

National Action No.	
40	<p>a. Signpost BSL users to health and social care information available in BSL (to be produced by NHS Health Scotland and NHS 24).</p> <p>We will signpost BSL users to Inverclyde Health and Social Care Partnership (HSCP) information on social media. We will arrange a BSL Interpreter for Deafblind tactile BSL users. We will ask Deaf Action, a charity which provides a range of services to people in Scotland who have sensory support needs, to help signpost people to events and direct BSL users to BSL information.</p>
	<p>b. Develop complementary information in BSL about local provision, as appropriate.</p> <p>Complementary information in BSL about local service provision can be viewed on the plasma screens located in HSCP waiting areas.</p> <p>We will design an easy-read leaflet for BSL users which includes details of useful websites, the local Sensory Impairment Team (SIT), as well as information about BSL Interpreters for Deafblind manual communication. The leaflet will also have information about the See Hear Strategy which is designed to suit both visual and hearing service users, together with details on how to arrange an appointment with the SIT.</p> <p>In line with our Registration requirements and our Annual Inspection by the Care Inspectorate, we will explore how we may build on the training already carried out with HSCP staff to enable them to promote service users' health and wellbeing and support them in meeting their outcomes.</p>
45a	<p>Through the Integration Boards, ensure that psychological therapies can be offered on a fair and equal basis to BSL users.</p> <p>This improvement action will be delivered by the HSCP.</p>
48	<p>Take steps to improve access to information about sport, and to local sports facilities and sporting opportunities.</p> <p>We will continue to promote and signpost people to the <i>Disability Sport Finder</i></p>

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	<p>which allows people to search for information on physical activity sessions and events for people with a disability in Inverclyde and other local authority areas:  www.disabilitysportfinder.org.uk.</p> <p>We will also work closely with organisations for deaf people at both a local and national level to direct parents to sporting opportunities in our communities.</p>
49	<p>Ensure that any local work to tackle social isolation explicitly considers the needs of BSL users.</p> <p>We will be able to welcome and communicate with BSL users following deaf awareness training for HSCP staff and other partner agencies that provide group work in Inverclyde, as well as services including day care, respite, social hubs and Your Voice (the Inverclyde Community Care Forum).</p> <p>We will explore the provision of formal, certified BSL training for front-line HSCP staff that could come into contact with BSL users. Training would start at the basic level, followed by Level 1 and 2, with the aim of upskilling staff to communicate with BSL users in their first language.</p> <p>We will encourage and support the setting up of a local BSL Group.</p>

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Section 6: Culture and the Arts

The Council shares the long-term goal for Culture and the Arts set out in the BSL National Plan 2017/23, which is:

- ***BSL users will have full access to the cultural life of Scotland, and an equal opportunity to enjoy and contribute to culture and the arts, and are encouraged to share BSL and Deaf culture with the people of Scotland.***

National Action No.	
54	<p>Enable BSL users to take part in culture and the arts as participants, audience members and professionals.</p> <p>We will work in partnership with providers of cultural events and activities across Inverclyde to enable BSL users to take part in culture and the arts as participants, audience members and professionals, through the increased use of volunteers trained in BSL and signed video.</p>
55	<p>Encourage and support BSL users to consider a career in culture and the arts.</p> <p>We will work in partnership to encourage and support children and young people to consider a career in culture and the arts. BSL users would be afforded the same opportunities as any other pupils with the relevant support being put in place to allow them to fully participate.</p>
56	<p>Increase information in BSL about culture and the arts on relevant websites and at venues.</p> <p>We will work in partnership with providers of cultural events and activities across Inverclyde to increase the availability of information in BSL about culture and the arts to help promote opportunities and information to the deaf community.</p> <p>Explore the use of technology to enhance the experience of BSL users when visiting exhibitions or accessing museum collections.</p>
57	<p>Improve access to the historical environment, cultural events and performing arts and film for BSL users.</p> <p>We will work in partnership with providers of cultural events and activities across Inverclyde to increase the availability of signed performances and enhance individuals' access to, and engagement in, cultural activities.</p>


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Section 7: Democracy

The Council shares the long-term goal for Democracy set out in the BSL National Plan 2017/23, which is:

- ***BSL users will be fully involved in democratic and public life in Scotland, as active and informed citizens, as voters, as elected politicians and as board members of our public bodies.***

National Action No.	
65	<p>Take opportunities to promote the <i>Access to Elected Office Fund</i> locally, which can meet the additional costs of BSL users wishing to stand for selection or election in local or Scottish Parliament elections</p> <p>We will provide information on, and signposting to, the <i>Access to Elected Office Fund</i>, which is run by Inclusion Scotland and funded by the Scottish Government, through the Council's website at  www.inverclyde.gov.uk/elections.</p> <p>We will include information on the <i>Access to Elected Office Fund</i> in Nomination Packs.</p> <p>We will take steps to raise awareness among Elected Members of <i>ContactScotlandBSL</i>.</p>

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	British Sign Language (BSL) Plan 2018/24
2 Responsible organisations/Lead Service	Inverclyde Council
3 Lead Officer	Head of Organisational Development, Policy and Communications
4 Partners/other services involved in the development of this policy	Organisational Development, Policy and Communications Service Finance Services Education Services Inclusive Education, Culture and Communities Services Legal and Property Services Regeneration and Planning Service Inverclyde Health and Social Care Partnership
5 Is this policy:	New <input type="checkbox"/> X Reviewed/Revised
6 What is the purpose of the policy (include any new legislation which prompted the policy or changes to the policy)?	The purpose of the Council's BSL Plan 2018/24 is to outline what action we will take to support delivery of the Scottish Government's BSL National Plan 2017/23. The BSL (Scotland) Act 2015 requires the Council to develop and publish a BSL Plan 2018/24 by 24 October 2018.
7 What are the intended outcomes of the policy?	Implementation of our BSL Plan 2018/24 will support delivery of the seven long-term goals and the relevant actions in the BSL National Plan 2017/23: 1. <u>Scottish Public Services</u> : Across the Scottish public sector, information and services will be accessible to BSL users. (National

	<p>Plan action numbers 2-6 refer.)</p> <p>2. <u>Family Support, Early Learning and Childcare</u>: The Getting it Right for Every Child (GIRFEC) approach will be fully embedded, with a D/deaf or Deafblind child and their family offered the right information and support at the right time to engage with BSL. (National Plan action numbers 10-13 refer.)</p> <p>3. <u>School Education</u>: Children and young people who use BSL will get the support they need at all stages of their learning, so that they can reach their full potential; parents who use BSL will have the same opportunities as other parents to be fully involved in their child's education; and more pupils will be able to learn BSL at school. (National Plan action numbers 17-21, 23 and 24 refer.)</p> <p>4. <u>Training, Work and Social Security</u>: BSL users will be supported to develop the skills they need to become valued members of the Scottish workforce, so that they can fulfil their potential, and improve Scotland's economic performance. They will be provided with support to enable them to progress in their chosen career. (National Plan action numbers 28, 34 and 35 refer.)</p> <p>5. <u>Health (including social care), Mental Health and Wellbeing</u>: BSL users will have access to the information and services they need to live active, healthy lives, and to make informed choices at every stage of their lives. (National Plan action numbers 40, 45a, 48 and 49 refer.)</p> <p>6. <u>Culture and the Arts</u>: BSL users will have full access to the cultural life of Scotland, and an equal opportunity to enjoy and contribute to culture and the arts, and are encouraged to share BSL and Deaf culture with the people in Scotland. (National Plan action numbers 54-57 refer.)</p> <p>7. <u>Democracy</u>: BSL users will be fully involved in democratic and public life in Scotland, as active and informed citizens, as voters, as elected politicians and as board members of our public bodies.</p>
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	(National Plan action number 65 refers.)
8 Geographical area (Inverclyde wide or a specific location)	The Plan covers the Inverclyde area in its entirety.
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)?	<input checked="" type="checkbox"/> Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 <input checked="" type="checkbox"/> Advance equality of opportunity between people from different groups <input checked="" type="checkbox"/> Foster good relations between people from different groups
10 Will those who may be directly or indirectly affected by this policy be involved in its development?	Yes.

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			
Disability	X					The implementation of our BSL Plan 2018/24 should have a positive impact on local BSL users ¹ and therefore on people with the Protected Characteristics of <i>Disability</i> .
Gender reassignment			X			
Marriage and civil partnership			X			
Pregnancy and maternity			X			
Race			X			
Religion or belief			X			
Sex (male or female)			X			
Sexual orientation			X			
Other groups to consider						

¹ Whenever we refer to *BSL users*, we mean D/deaf and/or Deafblind people (those who receive the language in a tactile form due to sight loss) whose first or preferred language is BSL.

(please give details)						
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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
Consultation/Engagement (including any carried out while developing the policy)	<p>The consultation/engagement process was:</p> <ol style="list-style-type: none"> 1. a consultation event was held on 7 August 2018 to gather views on the Draft BSL Plan 2018/24. To facilitate meaningful consultation, both the Draft and the Final versions of the Plan were translated into BSL and included subtitles. Additionally, at the consultation event, to allow attendees to fully participate in the discussion, the Council provided BSL Interpreters and Electronic Note-Takers. Local people who are known to be BSL users were contacted directly to invite them to take part in the consultation process. 2. interested parties could also comment on both versions of the Plan by sending an email or a BSL video to corporatepolicy@inverclyde.gov.uk or by writing to The Corporate Policy Team, Organisational Development, Policy and Communications Service, Inverclyde Council, Municipal Buildings, Greenock, PA15 1LY.
Research	<p>The Council was represented at a Scottish Government BSL Roadshow in April 2018 which was aimed at Officers who would be involved with the development of their local authorities' BSL Plans 2018/24.</p> <p>The event covered The BSL (Scotland) Act 2015; The BSL National Plan 2017/23; examples of the life experiences of BSL users; engagement and involvement of BSL users and public services; and the <i>contactSCOTLAND-BSL</i> service.</p> <p>During the devising of the Draft Plan, we also carried out research on the content</p>

	<p>and format of other local authorities' BSL Plans 2018/24.</p> <p>The Council was also represented at the Scottish Government BSL Roadshow in September 2018. The event covered the latest developments of the BSL (Scotland) Act 2015; National/Local Authority Plans; the Progress Report; and co-ordinating the access and quality of communication, engagement and involvement of BSL users (Deaf/Deafblind) and the public services.</p>
Officer's knowledge and experience (including feedback from frontline staff).	<p>Members of the BSL Sub-Group involved in developing the Plan have many years' experience of working within a policy background. Additionally, one Officer is a member of the Scottish Councils Equalities Network which has discussed the development of Councils' BSL Plans 2018/24.</p> <p>Other members of the Sub-Group have direct experience of providing services for local BSL users.</p>
Equalities monitoring data	Inverclyde's population in 2017 was estimated to be 78,760 while the results from Scotland's 2011 Census indicated that there are 212 people aged three years or over who use BSL in the local area.
User feedback (including complaints)	Feedback from local BSL users on the Draft BSL Plan 2018/24 was incorporated into the Final Plan.
Stakeholders	
Other	
What information gaps are there?	

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	While it is difficult to predict with any accuracy what changes may be made to the Final BSL Plan 2018/24 following consultation on that version of the document, feedback received from local residents will be fully considered and incorporated, as appropriate, into a revised version of the Final Draft BSL Plan 2018/24, should one be required.
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?		
<p>Progress with the implementation of the Plan will be reported initially to the Corporate Equalities Group and thereafter to the Policy and Resources Committee.</p> <p>Additionally, in 2020, the Council will be expected to make a contribution to the Scottish Government's National Progress Report on its BSL National Plan 2017/23.</p>		
When is the policy due to be implemented?		
From 2018 to 2024.		
When will the policy be reviewed?		
The Plan will be reviewed following the first year of its implementation.		
What resources are available for the implementation of this policy? Have these resources changed?		

At the time of writing, it is difficult to say with any certainty what the resource implications are likely to be regarding the implementation of our BSL Plan 2018/24. However, once those resource implications have been quantified in their entirety by the appropriate Council Services, it is proposed to prepare reports for consideration by Council Officers and Elected Members, as appropriate.

Name of Individual(s) who completed the Assessment

Name(s): Karen Barclay

Position: Corporate Policy Officer

Date: 19 October 2018

Authorised by

Name: Steven McNab

Position: Head of Organisational Development, Policy and Communications

Date:

Report To:	Policy & Resources Committee	Date:	13 November 2018
Report By:	Head of Organisational Development, Policy & Communications	Report No:	HR/22/18/BMcQ
Contact Officer:	Barbara McQuarrie	Contact No:	Ext 2845
Subject:	Attendance During Severe Weather Policy		

1.0 PURPOSE

- 1.1 The purpose of this report is to seek the approval of the Policy and Resources Committee to introduce an updated Attendance During Severe Weather Policy. This replaces the current guidance document which has been in practice since 2008.
- 1.2 The Policy is designed to assist in maintaining continuity of service delivery during periods of severe weather and to ensure that a fair and reasonable process is adopted, which will provide employees with a range of options where adverse weather conditions prevent them from fulfilling their contractual obligation to attend work or comply fully with normal working arrangements.

2.0 SUMMARY

- 2.1 The updated Policy was reviewed in light of the extreme weather circumstances experienced in March this year to ascertain if they were still fit for purpose. These have now been reviewed, in consultation with the trade unions and the crisis management team.
- 2.2 The main changes in the policy are:
 - Guidance is more in depth.
 - Specifically mentions facility to use family friendly provisions.
 - Covers disabled/maternity cases.
 - Creation of snow wardens/volunteer force.
 - Encourages consistency and fairness in approach.
 - Allows for discretion to give credited time – by Chief Executive /Council Resilience Management Team.
 - Decisions taken should involve advice from Health and Safety.
- 2.3 Separately, more detailed guidance/procedures will require to be developed in respect of the creation of Snow Wardens/Volunteer Force. Initial consultation has taken place with Environmental & Public Protection and Health and Safety on this issue.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Policy and Resources Committee:
 - a) agrees the 'Attendance During Severe Weather Policy' attached at Appendix 1;

- b) notes that the policy will be kept under review and procedures revised as and when necessary to reflect any changes from subsequent consultations on the development of Snow Wardens/Volunteer Force.

Steven McNab
Head of Organisational Development,
Policy and Communications

4.0 BACKGROUND

- 4.1 The existing Attendance During Severe Weather Procedures have been in place for some time now and required updating. These have now been reviewed, in consultation with the trade unions, and the Council Resilience Management Team and now form an updated Policy document (Appendix 1).
- 4.2 The updated Policy has been modernised to reference family friendly provisions and equality requirements and encourages fairness in consistency of approach.
- 4.3 Discussions with the Director of Environment, Regeneration & Resources and the Head of Environmental & Public Protection on the creation and co-ordination of Snow Wardens/Volunteer Force and separate guidance will be drawn up outwith this Policy document.

5.0 KEY CHANGES

KEY CHANGES – ATTENDANCE DURING SEVERE WEATHER

- 5.1 The key changes are:
- Guidance is more in depth.
 - Specifically mentions facility to use family friendly provisions.
 - Covers disabled/ maternity cases.
 - Creation of snow wardens/ volunteer force.
 - Encourages consistency and fairness in approach.
 - Allows for discretion to give credited time – by Chief Executive /Council Resilience Management Team.
 - Decisions taken should involve advice from Health and Safety.
- 5.2 There has been positive engagement with the trade unions in the development of this revised policy.

6.0 PROPOSALS

- 6.1 It is proposed that the Policy and Resources Committee:
- a) agrees the 'Attendance During Severe Weather Policy' attached at Appendices 1;
 - b) notes that the policy will be kept under review and procedures revised as and when necessary to reflect any changes from subsequent consultations on the development of Snow Wardens /Volunteer Force.

7.0 IMPLICATIONS

Finance

7.1 Financial Implications:

Equality and Diversity training costs will be contained within existing training budgets.

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

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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 As outlined in the report

Human Resources

7.3 As outlined in the report.

Equalities

7.4 Has an Equality Impact Assessment been carried out?

YES

NO - will follow – but neutral impact

Repopulation

7.5 N/A.

8.0 CONSULTATIONS

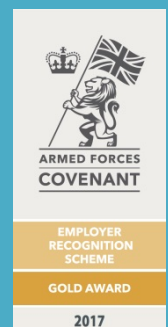
8.1 Trade Unions have been fully consulted and are supportive of these Policies and Procedures.

9.0 LIST OF BACKGROUND PAPERS

9.1 Appendix 1 – Attendance During Severe Weather Policy.

Version 3
Produced by:
Human Resources
Inverclyde Council
Municipal Buildings
GREENOCK
PA15 1LX

Inverclyde Council Attendance During Severe Weather



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DOCUMENT CONTROL

Document Responsibility		
Name	Title	Service
		OD, Policy & Communications

Change History		
Version	Date	Comments
2.0	March 2008	
3.0	July 2018	

Distribution		
Name	Title	Date
Trade Union Liaison Group	Version 3	October 2018
Council Resilience Management Team	Version 3	September 2018

Distribution may be made to others on request.

1 Introduction

- 1.1 Inverclyde Council is a Public Body providing essential services that people depend on. It is therefore important to ensure that these essential public services are provided in spite of adverse weather conditions.
- 1.2 This document outlines arrangements for dealing with situations where, as a result of severe weather conditions, employees are significantly delayed in getting to work, cannot attend work or have to leave work early.
- 1.3 This policy is designed to assist in maintaining continuity of service delivery during periods of severe weather and to ensure that a fair and reasonable process is adopted, which will provide employees with a range of options where adverse weather conditions prevent them from fulfilling their contractual obligation to attend work or comply fully with normal working arrangements.
- 1.4 Severe weather can include any kind of extreme weather, usually snow or ice, which might create hazardous driving or travelling conditions or significantly impair normal operations. This policy may also be implemented in situations where a work place becomes uninhabitable due to breakdowns of heating, floods etc.
- 1.5 The arrangements will apply to all employees of the Council (L.G.E, Teachers (see also para 1.6 below) and associated professionals; Chief Officers). Every effort should be made to ensure the Policy is applied in a consistent and equitable manner.
- 1.6 In respect of Teaching Staff there are additional relevant teacher's circulars which apply. These are listed at para 7.1

2 General Guidelines and Principles

- 2.1 The Chief Executive will invoke the terms of this policy according to the severity of the prevailing weather conditions; the impact on service delivery and normal working arrangements, and taking into account advice from Health & Safety.
- 2.2 During periods of severe weather the council's priorities are to:
 - ensure that essential council services are maintained, and
 - ensure the safety and wellbeing of employees, service users or those affected by the work we do by assessing risks and putting in place appropriate control measures, considering elimination of risk through to provision of personal protection equipment.
- 2.3 Employees have a contractual responsibility for ensuring their attendance at work and as such should not assume that they will automatically receive pay if they have been unable to attend work and should have appropriate contingency plans in place

- 2.4 Service Managers or equivalent should ensure they have in place adequate contingency plans to ensure continuity of service delivery during periods of severe weather. This includes ensuring that employees are aware of designated contacts and reporting arrangements.
- 2.5 Contingency plans should also extend to agreeing arrangements with Service Managers (or equivalent) to work from a different council location or from home (where such options are feasible) in cases where employees may have to walk a reasonable distance to their place of work or to the nearest available means of transport.
- 2.6 Whilst employees should not take unnecessary risks in attempting to get to work, they are expected to make every reasonable effort to report to their normal place of work at their normal start time. Police and motoring organisations issue warnings and these should be taken into consideration when deciding to travel, in conjunction with where employees live, the route they take and their mode of transport. Individual circumstances must also be taken into consideration e.g. employees with caring responsibilities or mobility difficulties. However Employees should not interpret these or other external agency announcements that only essential journeys should be made as approval to remain at home, where there are safe options locally to be able to get to work.
- 2.7 In any adverse weather or emergency situation contact must be made with the relevant Service Manager or other designated contact person to discuss the most appropriate course of action in the circumstances and/or agree to activate any pre-planned contingency arrangement.
- 2.8 The Council Resilience Management Team will determine based on the event circumstance a list of essential posts/employees for which it will be particularly important to remain at work in order to ensure continuity of service provision. A list of core essential employees will also be developed in conjunction with services
- 2.9 Employees who are unable to attend their workplace but are required to provide an essential service must make themselves available for collection by the Council or its contractors, if requested. As part of the 'planning process', employees identified as key to provide the service will be identified and arrangements put in place, where possible, to ensure that they are able to reach their normal workplace, and to get home.

3 Application

- 3.1 If despite all reasonable efforts, an employee is unable to attend their normal work location due to severe weather, he/she should contact their line manager, or if that manager is unavailable, the alternative designated contact person.
- 3.2 Contact must be made within one hour of an employee's normal start time (in the case of teaching staff, contact should be made prior to the start of the

school day). Failure to notify the appropriate manager or designated contact without good reason will normally result in the absence being classed as unauthorised. A Head of Service may accept late notification/approve absence retrospectively where it is accepted that mitigating or extenuating circumstances applied. Such notification should thereafter be made on a daily basis if the situation continues. As part of the process, it is critical that Managers who are contacted by employees should keep a record of the conversation with the employee, recording their name, time of call and details of their plans or any specific arrangements made.

3.3 Employees who fail to notify their manager that they are unable to attend work should be regarded as being on unauthorised absence and managers should arrange a deduction from the salaries/wages of such employees. On return to work managers should meet with employees as soon as possible to discuss non-notification. Managers should then take appropriate action depending on the reason for non- notification.

3.4 Weather conditions can change throughout the day and employees should continue to make efforts to attend work if the weather and/or transport conditions improve.

3.5 Where an employee is prevented from attending their normal place of work due to a day of severe weather, he or she may request to;

- Take annual leave (Employees who have utilised their annual leave entitlement for that year, may request to bring forward a period of annual leave from the following year's entitlement)
- Take flexi leave (for those employees who participate in the council's Flexible Working Hours Scheme). Employees who have insufficient flexi credit, may request flexi – leave to cover their absence on the condition that the time is worked back at a later date over a period agreed with their line manager).
- Make up the lost hours.
- Work at an alternative work location, undertaking alternative or own duties, or work from home. Where practical, these options should already form part of contingency planning arrangements agreed in advance between the employee and Service Manager.
- Take unpaid leave

3.6 **Employee Arrives late/Leaves early**

If an employee arrives at work late due to severe weather – they can utilise flexi time if they are on the flexi system. Employees not on flexitime can make up lost time over a reasonable period agreed by manager

If an employee chooses to leave work prior to any decision taken to vacate offices, then no reimbursement of time will be made, even if a decision is subsequently made.

In respect of employees covered by the Flexible Working Hours Scheme the following will apply: -

- During periods of adverse weather conditions, management may waive the application of the stipulated core times for staff attendance.
- Any employee who incurs debit hours as a result of non-attendance or attending for truncated days will be allowed to exceed the maximum debit provision and will normally be required to make up the time over the next two accounting periods
- Credited time will **not** be afforded in respect of periods of non-attendance unless weather conditions are so bad that the Chief Executive sanctions the early closure of establishments in the locality. In that event, those employees at work will be credited to the normal end of the working day. Any employees not at work will not be affected by such a decision (see also 3.16).

3.7 Where adverse weather conditions arise during the working day employees may be released only when there is evidence, that they will personally encounter difficulty in reaching their own home, at a reasonable time. This necessarily means that those employees, who will not encounter difficulties, should make every effort to remain at work until normal finishing time in order to maintain services.

Essential staff who require to remain at work until normal finishing time will be supported to do so.

3.8 In applying this guidance Service Managers (or equivalent) should take into consideration:

- The availability of public transport or alternative means of transport;
- The distance from the employee's home to their contractual workplace;
- Did the employee make contact at the earliest opportunity;
- Health conditions or disabilities employees may have

3.9 Where an employee has pre-arranged to take annual leave this will not be cancelled, even though had they not been on annual leave they would have been prevented from attending for work because of adverse weather conditions. Employees absent as a result of sickness leave will remain as such over this period.

3.10 **Employees Prevented from going home**

Employees who are prevented from going home due to severe weather will be credited with their standard daily hours. If they are required to spend the night (but not working) sheltering at their work location, this will not be counted as part of the working day in line with the Working Time Regulations. In circumstances where they may be asked to be available for work if required sleepover rates may apply. Should they be utilised on a voluntary basis due to shortage of essential staff this would be counted as working time.

Employees in this category will receive subsistence allowances in accordance with the Council's agreed rates (Evening meal allowance and/or Breakfast allowance, as appropriate).

Consideration should be given to adjustment of staff rotas for those employees who have sheltered overnight in their work location, to avoid where possible an employee going straight into a long working shift.

3.11 Employees with Carer/Parental Responsibilities

The Council recognises, in its Family Friendly & Work-life Balance Policy, that, on occasion, employees with "caring" responsibilities may require leave of absence. This may include responding to situations arising from the effects of severe weather, for example, where a school has closed due to severe weather and normal child care arrangements break down, or where care arrangements for dependent relatives are affected by severe weather.

In these situations, the provisions in the Policy will apply and, in all events, the Line Manager and employee should discuss openly and resolve any problems in a mutually acceptable manner. As soon as alternative care arrangements are in place, the employee is expected to attend work.

3.12 Essential/ Critical Employees

During periods of severe weather essential employees may be requested to remain at work in order to ensure continuity of service provision.

In cases where other employees in the same offices have been given the opportunity to go home due to severe weather where they will personally encounter difficulty in reaching their own home at a reasonable time, and essential employees in the same circumstances have not been given this option, then essential employees may, in exceptional circumstances and at the discretion of the Chief Executive, be given appropriate time off in lieu to compensate

In the event that, due to severe weather conditions, essential employees are unable to return home reasonable; accommodation; expenses, and any other allowances, deemed appropriate will be authorised by the Head of Service, in consultation with the Head of OD, Policy & Communications.

3.13 Employees with a Disability/Pregnant Employees

Special consideration should be given to the position of disabled employees for whom undertaking journeys to and from work in adverse weather may present particular risks. Examples of such risks are: Those with mobility problems who may have particular difficulties travelling; disabled employees who may not have access to medication or the means of managing their condition; disabled employees who may have difficulty attending an alternative workplace as they may be unable to access it and function within it.

Consideration should also be given to pregnant employees who may have difficulty walking in adverse weather. In the case of disabled and pregnant employees, their particular circumstances and potential mobility problems should be factored in when applying this guidance.

3.14 Alternative Places of Work

Where it is impossible for an employee to attend their designated work place it may be possible to work from an alternative Council office. This does not necessarily mean the premises closest to home and employees should liaise with their manager to identify suitable alternative premises for attendance.

It is the Service Manager's (or equivalent) responsibility for ensuring the employee is able to attend the alternative location by liaising with the senior (or nominated) officer at that location. These arrangements must be made in advance, and employees should not 'routinely' attend other Council premises unless directed to do so by management. If employees are directed to work elsewhere, then they will be expected to undertake their normal work or if this is not possible to offer to undertake work for the service manager on-site. Any work should be appropriate and not exceed the responsibilities relevant to the employees grade.

Teachers who cannot reach their own school, unless directed otherwise, should report to the nearest school, which is open and accessible, to help out other schools e.g. one school may be open but short of teachers whereas another school may have been closed. In circumstances where this is not possible teachers will be expected to undertake work from home and class this as part of their planning and preparation time from the Working time agreement.

All tasks which do not require the teacher to be on the school premises can be carried out at a time and place of the teacher's choosing: teachers will notify the appropriate manager of their intention in this respect in accordance with SNCT Part 2, 3.10.

3.15 Home Working

In some circumstances, dependent on the role and the type of work carried out, the employee may be able to perform their duties from home. Indeed it may be more productive than needlessly spending time attempting to reach the workplace. This is likely only to be an option if the adverse weather has been forecast and preparations for home working can be made in advance.

Where home working has been approved then the employee will agree with their manager the specific work related items to be undertaken at home and this will be monitored as per standard work and management practice.

3.16 Red Alert Status/ Closure of Buildings

In the event of an Employee's work location being closed, other working arrangements as outlined earlier in this section must be explored for employees in this position before a decision is made to credit time.

Credited time will normally be afforded to employees where a decision is taken to close council buildings where they are based – this decision will be made by the Chief Executive and/or the Council Resilience Management Team (the decision to close outlying buildings may also be made by the Senior Manager in charge of the building in consultation with the Chief Executive or CRMT). These decisions will take into account meteorological warnings, advice from H&S, and the Alert status in Inverclyde and neighbouring authorities.

4 Council Employee Volunteers

4.1 All Council premises will have carried out a winter gritting/snow clearance plan and risk assessment at the start of the winter season. This will identify key gritting routes and snow clearance for the premises. In establishments covered by facilities management this will generally be carried out by janitorial staff. Where there is no Janitorial support, lead officers in buildings are required to ensure that staff are aware of their responsibilities and make arrangements in relation to gritting of the premises.

4.2 Volunteer Snow Wardens

In extreme adverse conditions and/ or where there is a need to establish clear routes to premises etc.the normal routine of snow clearance may not be possible due to staff not being able to get to work or the volume of snow having fallen. Snow Wardens will be selected from Council Volunteers (i.e. employees redirected from normal duties) to spread grit, clear snow at Council premises or establishments where there are vulnerable members of the community

4.3 Volunteers will be provided with appropriate equipment e.g. a shovel, high visibility clothing, snow grips, grit etc. These will be available at the premises for use by the volunteers.

An elearning course of snow clearance is available on the Councils elearning platform <http://tracking.brightwave.co.uk/> and should be completed by any employees working in snowy conditions or clearing snow.

4.4 Adverse Weather Volunteer Force

Where there are difficulties due to staff absence in maintaining essential services Staff Volunteers from across the council will be requested. They will be required to make contact with people who need essential provisions or

prescriptions picked up etc. If this service is activated information will be communicated via various Council Communication channels including the council's social media websites.

Volunteers will have been through safe recruitment checks in order to work with vulnerable adults and children.

- 4.5 Volunteer employees who own or have access to a 4 x 4 vehicle may be requested to provide reliable transport in times of severe weather or emergencies. This can be to transport essential employees or supplies to areas that would be hard or impossible to reach in normal vehicles and/or in support of other critical Council services, to assist Police Scotland and Transport Scotland by taking food and water to motorists stranded by the snowfall.
- 4.6 Designated drivers of Council 4 x 4 vehicles will be requested to take the vehicles home with them and make themselves available for other duties in the event of extreme weather.
- 4.7 A Liaison Officer from existing staff resources will coordinate and manage the Snow Warden Scheme and Council Volunteers
- 4.8 Snow Wardens/Volunteers will be paid for reasonable additional expenses incurred during response to an incident.

N.B. See also separate guidance document relating to H&S training and other administrative requirements and Guidance documents in respect of Snow Wardens/Adverse Weather Volunteers

5 Council Communication Strategy

- 5.1 During periods of adverse weather, the Council's Corporate Communications Team, in partnership with the Council Resilience Management Team and ICT, will work around-the-clock to ensure the latest public information is available via the media, the Inverclyde Council Web site or twitter/ facebook pages:

- www.inverclyde.gov.uk
- <https://twitter.com/inverclyde>
- <https://www.facebook.com/InverclydeRiversideLiving>

6 Working in Hot Weather

- 6.1 In the UK there is no maximum temperature that a workplace is allowed to be, rather advice from the Health & Safety Executive (HSE) states "during working hours, the temperature in all workplaces inside buildings shall be reasonable". What is reasonable depends on the type of work being done (manual, office, etc) and the type of workplace (kitchen, air conditioned office, etc).

We also have to consider our employees who work outdoors; sunshine and heat will bring additional risks which must be considered within the risk assessments for the work. Some of the control measures advised by HSE to reduce risk include: The HSE advise the following control measures to reduce risk: reschedule work to cooler times of the day; provide more frequent rest breaks and introduce shading to rest areas; provide free access to cool drinking water; introduce shading in areas where individuals are working; encourage the removal of personal protective equipment when resting to help encourage heat loss; educate workers about recognising the early symptoms of heat stress.

If a significant number of employees are complaining about thermal discomfort, managers should carry out a risk assessment, and act on the results of that assessment.

Further guidance can be obtained in Information Sheet No. 76 (include link)

7 Miscellaneous

7.1 Teachers Circulars

- Paragraph 1.4 – Standard Circular 2.12 Appendix A
- Paragraphs 2.5 and 3.14 – SNCT Part 2, para 3.10

7.2 Inverclyde Council recognises the importance of Managers and Trade Unions working together in partnership for the benefit of the Council and the Policy will be applied in accordance with the principles and spirit of the Inverclyde Trade Union Pledge.

8 Review of Policy

8.1 This Policy will be reviewed every 3 years

Administrative Note

Each Head of Service should determine the appropriate level of management for taking decisions in relation to the terms of this guidance.

Report To:	Policy and Resources Committee	Date:	13 November 2018
Report By:	Head of Organisational Development, Policy & Communications	Report No:	HR/23 /18 /SMcN
Contact Officer:	Steven McNab	Contact No:	Ext. 2015
Subject:	Review of Pay and Grading Model and Impact of Living Wage		

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Policy and Resources Committee on work undertaken to redesign the Council Pay and Grading structure and to seek the agreement of the Committee to implement a revised pay structure for SJC employees with effect from 1 April 2019, subject to agreement being reached with the recognised trade unions. This report also updates members on the Chief Officer salary review.

2.0 SUMMARY

- 2.1 The Council, at its meeting on 22 February 2018, agreed as part of the management restructure report, that a review be undertaken of the pay and grading model for SJC and Chief Officers. This report details proposals for SJC employees and reports on the outcome of the chief officer salary review.
- 2.2 Most councils currently pay the Scottish Local Government Living Wage by way of a supplement to pay. As part of the national pay award negotiations in recent years, the employers' side of the SJC have committed to giving consideration to the consolidation of the Living Wage into existing (revised) structures with the deletion of spinal column points below the Living Wage rate.
- 2.3 Pay negotiation for 2017/2018 resulted in an agreement being reached in the SJC which included the following in relation to the Living Wage:
- The Scottish Local Government Living Wage (SLGLW) rate will be used as the minimum pay level for all pay including additional hours worked and all allowances.
 - Each employer will decide whether to consolidate the difference between the SCP rate and the SLGLW rate into basic pay or whether to pay it as an allowance. Regardless of whether it is consolidated or paid as an allowance, the SLGLW will be pensionable for hours worked up to the notional working week.
- 2.4 The erosion of pay differentials at the bottom end of the Council's current Pay and Grading structure is one of the key issues that the revised model seeks to address. Currently, all employees within Grades A, B & C are paid the same hourly rate (£8.75) notwithstanding that some of the posts within these Grades have supervisory responsibilities and that the Council's application of the SJC Job Evaluation Scheme clearly differentiates between the demands of the jobs in these grades.
- 2.5 The Corporate Management Team has considered a number of different pay and grading models taking into account the workforce and financial implications and the proposed revision to the pay and grading structure is detailed in Appendix 1.

- Embedding the living wage rate into the pay structure has been a key objective of the trade unions nationally since 2013 and positive discussions around the revised pay and grading model have taken place with local trade unions representatives who are currently consulting their membership on the proposals.
- 2.6
- 2.7 It is not proposed to revisit any Job Evaluation outcomes as part of the Pay and Grading review. Job holders will be assimilated to the revised pay structure based on the current Job Evaluation outcome for their job.
- 2.8 Details of the Chief Officer salary review are provided in section 8 of this report and it is recommended that Chief Officer salaries remain at their current level.
- 2.9 The Members' Budget Working Group has considered the content of this report and has agreed that the Policy & Resources Committee should be asked to agree the recommendations.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Policy and Resources Committee:
- Agrees to implement the revised pay and grading structure detailed in Appendix 1 with effect from 1 April 2019, subject to agreement being reached with the recognised trade unions;
 - Agrees to authorise the Head of Organisational Development, Policy and Communications to reach agreement with the trade unions on appropriate assimilation arrangements to map employees across to the revised pay and grading structure;
 - Notes the financial implications for the Council outlined in Section 9 of this report;
 - Notes that an independent Equality Impact Assessment has been undertaken by an equality specialist on the proposed pay and grading structure, details of which are outlined in section 7 of this report;
 - Agrees that, subject to approval to implement the revised pay and grading structure, the annual implementation of the revised Living Wage rate should be applied from 1st April each year as outlined in paragraph 4.4;
 - Notes the outcome of the review of Chief Officer's salaries outlined in section 8 of this report and agrees that Chief Officer salaries remain at their current level.

Steven McNab
Head of Organisational Development,
Policy and Communications

4.0 BACKGROUND

- 4.1 The Council, at its meeting on 22 February 2018, agreed to implement a revised management structure for the Council to be implemented over the period up to 2020. The new structure removes 12 senior management posts and delivers a recurring saving of £675k. To support succession planning and to enable the Council to retain skills and expertise, it was also agreed that a review is undertaken of the pay and grading model for all staff including the Chief Officers' pay model as the phased reduction in management is implemented. The outcome and recommendations of the review are detailed in this report.
- 4.2 The Corporate Management Team have considered a number of different Pay and Grading model options and from the ensuing discussion, certain goals and objectives were formed and the basis for a proposed model established. It is recognised that the existing structure is approximately 10 years old and from a best practice approach should be reviewed even in the absence of the Living Wage agenda which however, serves to encourage revision. A proposed revised pay and grading model has been identified by the Corporate Management Team with the following objectives:
- Incorporate the Scottish Local Government Living Wage as the minimum hourly rate
 - Address lost differentials within the groups of employees affected by the recent increases in the recommended level of the Living Wage
 - Reduce the number of grades in the Local Government Employees (LGE) structure
 - Rationalise and reduce the number of Senior Management Grades
 - Remove all abutments of the pay scales from adjacent grades
 - Reduce the number of increment pay steps per grade
 - Consider affordability.

The proposed revised Pay and Grading model detailed in Appendix 1 satisfies all of the objectives expressed above.

- 4.3 Given that the Living Wage rate is determined by an external body (Living Wage Foundation) the sustainability of any new model is an important consideration. Over the past few years increases in the recommended level of the Living Wage rate have out-stripped any national pay awards resulting in pay for our first three grades being overtaken by the minimum. Using the Corporate Management Team's preferred model as a base, assuming future National Pay Awards of 3% per annum and a Living Wage increases of £0.30 per annum, the proposed model would be sustainable for a number of years. However, given the uncertainty of national Pay Awards and Living Wage increases it is not possible to be definitive about the longevity of the revised model.
- 4.4 The recommended new Living Wage rate is announced on the first Monday of November each year and accredited employers should implement the new rate within 6 months. It has been customary for Inverclyde Council to implement the new rate as soon as possible after it is announced, but this is not the approach agreed in the SJC. It is proposed that once a revised Pay and Grading model is implemented, the Living Wage increase should be applied on 1 April the following year to run in tandem with the National Pay Award. If agreement is reached to fully embed the Living Wage into the Pay and Grading model, then it makes sense to treat it the same as all other points on the pay scale and makes the new pay structure more sustainable.

5.0 PROPOSALS

- 5.1 As outlined earlier in this report, the Corporate Management Team has considered the workforce and financial implications of a number of different pay and grading models and discussions have also taken place with the recognised trade unions. The Policy and Resources Committee should note the following in relation to the proposed model detailed in Appendix 1:
- The proposed model addresses the issue regarding lost differentials at the bottom end of the

current pay scale as a result of the Living Wage overtaking the current value of the relevant SJC spinal column points.

- The costs of introducing the preferred pay and grading structure are estimated to be approximately £0.8m with the vast majority of costs being invested in employees in the lowest 3 grades of the pay structure.
- Approximately 45% of the LGE workforce (1400 lower paid employees) will benefit from a salary increase through the introduction of the proposed model.
- The key groups of staff who would potentially see a salary increase are those currently graded 'C', 'D' and a small amount in Grade 'B'. These include ASN Auxiliaries, Classroom Assistants, Clerical Assistants, Early Years Support Assistants, Support Workers (Learning Disabilities), Senior Clerical Assistants, Gardeners (unqualified), Learning Assistants, Street Sweepers and Home Support Workers. This salary increase has a positive effect on the Gender Pay Gap as the majority of employees in the affected grades are female.
- For many employees higher up the grading structure there will be no movement. However, given that the number of incremental points have been reduced in many grades to remove overlaps, new employees to the Council will benefit from a 'higher' starting salary.
- There are currently 15 grades and the proposed model has 12 grades.

Details on the proposed pay and grading structure have been issued to all employees for their information and they have been advised that consultation is currently taking place with the trade unions.

6.0 TRADE UNION POSITION

- 6.1 The embedding of the Living Wage as the minimum hourly rate into the pay structure is a key objective of the trade unions nationally and positive discussions around the revised pay and grading model have taken place with local trade unions representatives who are currently consulting their membership on the proposals.
- 6.2 Unison have been providing information to their membership across the Council and will be conducting a postal ballot with a recommendation to accept the proposed pay and grading structure. It is likely that this ballot will take place during November but the outcome may not be known until mid-December. Both the Unite and GMB trade unions are undertaking similar ballots and have indicated the outcome will also be known in December 2018.
- 6.3 Subject to positive ballot results being returned, it is proposed that a collective agreement is signed with the trade unions to implement the revised pay and grading structure with effect from 1 April 2019.

7.0 INDEPENDENT EQUALITY IMPACT ASSESSMENT

- 7.1 An independent Equality Impact Assessment has been undertaken by an equality specialist on the proposed pay and grading structure. The key findings of the independent specialists report have highlighted a positive equality impact for our workforce and note that the proposed changes:
- address the issue of overlaps between the top point of the pay scale for each grade with the bottom point of the pay scale for the next higher grade;
 - reduce the number of incremental steps in the pay scales for each grade;
 - have a more logical progression in the number of incremental steps in adjacent grades;
 - will help reduce the gender pay gap across the job population as a whole.
- 7.2 The independent Equality Impact Assessment report concludes that the proposed revisions to the

Inverclyde LGE grading and pay structure:

- remain well-founded in the job evaluation results
- improve the technical integrity of the structure
- benefit the majority of employees in the lowest part of the grading structure
- virtually eradicate the gender pay gap in terms of basic pay for the 3 lowest grades – where gender based pay equality is the biggest issue for the Council's job population in terms of total remuneration
- strike an appropriate balance between the equalities obligations, operational requirement and affordability.

7.3 Fairer Scotland Duty

The implementation of the proposed structure improves the substantive pay of employees in the lowest three grades of the pay structure and, as such will have positive impact on reducing inequalities of outcome caused by socio-economic disadvantage.

8.0 CHIEF OFFICER PROPOSALS

- 8.1 Members will be aware that it was agreed by the Council that Chief Officers pay be reviewed during the period of implementation of the revised management structure. As part of the management structure review, a significant Chief Officer salary saving of £156,000 was achieved. However, in order to achieve this, additional responsibilities and expectations were placed on Heads of Service. Furthermore, as part of this pay review, detailed benchmarking of neighbouring authority salary scales has been undertaken to determine average pay levels which are important for the Council to be aware of in order to attract and retain good quality staff/candidates.
- 8.2 Chief Officer salaries are not part of the Council's core pay and grading structure. Following pay negotiations each year, COSLA issues a Chief Officer Pay Circular which confirms pay rates for all chief executives across the country and details a spinal column of Chief Officer pay points. Historically in Inverclyde Chief Officer pay rates were determined as a percentage of the Chief Executive's salary and were not paid on the COSLA spinal column. However the percentage relationship was broken in 2010/11 following a retrospective reduction in the pay award for chief executives. Nationally, most Chief Officers are placed on the COSLA spinal column rates.
- 8.3 A benchmarking exercise has been undertaken into the level of Chief Officer salaries across the region. In this regard, Corporate Directors' salaries in Inverclyde were found to be in the middle range – less than salaries paid in South Ayrshire, Renfrewshire and East Ayrshire but slightly more than those paid in comparable authorities such as West Dunbartonshire, East Renfrewshire and North Ayrshire. The average Corporate Director salary is £107,856 per annum. Inverclyde currently pay £107,769 per annum. It is difficult to compare the Statutory Officer roles across the nearby authorities as this responsibility can be incorporated into a Corporate Directors role or a Head of Service role. However, the average pay for Statutory Officers is between £89,902 and £93,289. Inverclyde Statutory Officers receive £87,790 per annum. Heads of Service salaries in Inverclyde were found to be the lowest across eight nearby authorities. The average pay for Heads of Service across nearby authorities is £83,693 with the highest paid receiving £95,709 per annum. Inverclyde Heads of Service receive £78,102 per annum.
- 8.4 Consideration was given to transferring our Chief Officers onto the COSLA national pay spine. However, the COSLA rates do not align readily with current pay scales within Inverclyde and therefore this would result in either detriment to current post holders or enhancement depending on the mapping process.
- 8.5 The Council's Corporate Director salaries are comparable with neighbouring authorities and although Statutory Officers and core Heads of Service salaries are lower in comparison it is proposed that, in light of the prevailing financial environment for councils, all our chief officer salary levels remain as they are at present.

9.0 Finance

9.1 Financial Implications

The current Financial Strategy highlighted a revised Pay and Grading Model as an imminent budget pressure and the current Pay Award allowance for 2018/20 contains approximately £0.75 million which could be allocated towards this. Clearly, if the current 2018/19 pay award increases or the 2019/20 Pay Award exceeds the 2% allowance, then this will reduce the available funding and introduce a new budget pressure.

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Equal Pay	E.M.R		2		Equality Consultant

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (if Applicable)	Other Comments
			Approx 830		Costings based on vacancies being filled at bottom of scale

Legal

9.2 Legal services have been consulted on the proposed revised pay structure.

Human Resources

9.3 As outlined in the report.

Equalities

9.4 An Equality Impact Assessment has been undertaken which highlights a positive equality impact on for the workforce.

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.

10.0 CONSULTATIONS

10.1 Consultation has taken place with the Trade Unions and they are currently consulting their members on the proposed pay and grading structure.

11.0 BACKGROUND PAPERS

11.1 None.

Grade 1 (A & B)	SLGLW			
Annual Salary	£16,417			
Hourly Rate	£8.51 *			
Grade 2 (B & C)	SCP 21	SCP 23		
Annual Salary	£17,112	£17,652		
Hourly Rate	£8.87	£9.15		
Grade 3 (D)	SCP 25	SCP 27		
Annual Salary	£18,173	£18,694		
Hourly Rate	£9.42	£9.69		
Grade 4 (E)	SCP 30	SCP 32	SCP 34	SCP 36
Annual Salary	£19,562	£20,063	£20,700	£21,337
Hourly Rate	£10.14	£10.40	£10.73	£11.06
Grade 5 (F)	SCP 40	SCP 42	SCP 44	SCP 46
Annual Salary	£22,610	£23,247	£23,980	£24,674
Hourly Rate	£11.72	£12.05	£12.43	£12.79
Grade 6 (G)	SCP 50	SCP 52	SCP 54	SCP 56
Annual Salary	£26,198	£26,970	£27,780	£28,610
Hourly Rate	£13.58	£13.98	£14.40	£14.83
Grade 7 (H)	SCP 58	SCP 60	SCP 62	SCP 64
Annual Salary	£29,459	£30,346	£31,195	£32,179
Hourly Rate	£15.27	£15.73	£16.17	£16.68
Grade 8 (I)	SCP 66	SCP 68	SCP 70	
Annual Salary	£33,124	£34,146	£35,150	
Hourly Rate	£17.17	£17.70	£18.22	
Grade 9 (J)	SCP 72	SCP 74	SCP 76	
Annual Salary	£36,211	£37,330	£38,429	
Hourly Rate	£18.77	£19.35	£19.92	
Grade 10 (K)	SCP 78	SCP 80	SCP 82	
Annual Salary	£39,625	£40,821	£42,018	
Hourly Rate	£20.54	£21.16	£21.78	
Grade 11 (L/M)	SCP 84	SCP 86	SCP 88	
Annual Salary	£43,329	£44,603	£46,011	
Hourly Rate	£22.46	£23.12	£23.85	
Grade 12 (N/O)	SCP 96	SCP 98	SCP 100	
Annual Salary	£51,779	£53,303	£54,904	
Hourly Rate	£26.84	£27.63	£28.46	

Current Grades in brackets

* £8.75 is the current LW rate and was applied in Inverclyde from November 2017

Report To:	Policy and Resources Committee	Date:	13 November 2018
Report By:	Head of Organisational Development, Policy & Communications	Report No:	HR/17/18/AR
Contact Officer:	Angela Rainey	Contact No:	2756
Subject:	Review of vacancies and voluntary early retirement/redundancy (VER) list (2018/19)		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Committee on the outcome of a review undertaken by the CMT of permanent vacancies and the list of postholders interested in voluntary early release (VER) identified as part of the 2018/19 Budget exercise.

2.0 SUMMARY

- 2.1 In the Chief Financial Officer's report 'Council Budget Approval', which was presented to the Inverclyde Council on 15th March 2018, it was recommended that officers would bring back reports to the relevant Committee via the Members' Budget Working Group during 2018/19 to allow continued progress with future budget rounds. One of the listed reports to be progressed was a review of vacant posts in order to consider whether savings could be achieved for 2019/20 with minimal/no impact to service delivery. A review of vacant posts was also detailed in the 'Budget Action List' agreed by the MBWG and also forms part of the Delivering Differently programme reported elsewhere in the agenda.
- 2.2 At its meeting on 9th August 2018, the Corporate Management Team agreed that a review be undertaken on the list of employees who had been seeking to leave Council employment through VER in 2018/19 but whose savings area was not approved by Members as part of the 2018/19 Budget. Corporate Directors, along with their management teams, were asked to assess whether any posts could be released with minimal impact on service delivery.
- 2.3 Appendix 1 provides details on the outcome of the review on permanent vacant posts. It is recommended that 21 posts (11.01fte) could be deleted with minimal/no impact to service delivery.
- 2.4 The outcome of the review on the VER list recommends that 3 postholders (3fte) could be released with minimal impact to service delivery. Appendix 2 provides details of the 3 posts being recommended for potential release in the agenda's private papers.
- 2.5 The outcome of both reviews recommend a total of 24 posts (14.01fte) for potential deletion and this indicates an estimated net saving of £349k after factoring in regrading costs, pension added years costs and reduction in turnover budgets.
- 2.6 The Members' Budget Working Group has considered the outcome of both reviews and has agreed that the Policy & Resources Committee should be asked to agree the recommendations.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the outcome of the review of permanent vacant posts and approves the deletion of the 21 posts (11.01fte) contained in Appendix 1 of the report.

- 3.2 It is recommended that the Committee notes the outcome of the review on the VER list and gives approval to progress voluntary early release of the 3 postholders outlined in Appendix 2.

Steven McNab
Head of Organisational Development,
Policy & Communications

4.0 BACKGROUND

- 4.1 In the Chief Financial Officer's report 'Council Budget Approval', which was presented to the Inverclyde Council on 15th March 2018, it was recommended that officers would bring back reports to the relevant Committee via the Members' Budget Working Group during 2018/19 to allow continued progress with future budget rounds. One of the listed reports to be progressed was a review of vacant posts in order to consider whether savings could be achieved for 2019/20 with minimal/no impact to service delivery. A review of vacant posts was also detailed in the 'Budget Action List' agreed by the MBWG and which also forms part of the Delivering Differently programme.
- 4.2 At its meeting on 9th August 2018, the Corporate Management Team agreed that a review be undertaken on the list of employees who had been seeking to leave Council employment through VER as part of the 2018/19 Budget exercise but whose savings area was not approved by Members. Corporate Directors, along with their management teams, were asked to assess whether any posts could be released with minimal impact on service delivery.

5.0 OUTCOME OF REVIEWS

5.1 Permanent Vacancies

The outcome of the review on permanent vacancies recommends that 21 posts (11.01fte) could be deleted with minimal/no impact to service delivery. A summary of the vacant posts being recommended for deletion per directorate is provided below:

Directorate	Posts	FTE
Chief Executive	1	1.00
Education, Communities & Organisational Development	11	3.82
Environment, Regeneration & Resources	4	2.97
HSCP	5	3.22
Total	21	11.01

Appendix 1 provides further details of all 21 vacant posts identified for potential deletion.

5.2 VER List 18/19

The outcome of the review recommends that 3 postholders (3fte), who had been seeking to leave Council employment through VER in 18/19 but were unable to be released, could be released and the resultant vacancy deleted with minimal impact on service delivery. A summary of these 3 posts per directorate is provided below:

Directorate	VER Posts	VER FTE
Education, Communities & Organisational Development	2	2
HSCP	1	1
Total	3	3

Appendix 2 provides further details of the 3 posts in the agenda's private papers.

- 5.3 The outcome of both reviews recommend a total of 24 posts (14.01fte) for potential deletion and this indicates an estimated net saving of £349k after factoring in regrading costs, pension added years costs and reduction in turnover budgets.

6.0 IMPLICATIONS

6.1 Finance

One off Costs

Any costs associated with the release of employees will require to meet the Council's VFM criteria and will be funded from the VER Earmarked Reserve.

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Earmarked Reserves	Early Retiral/ Releases	2018/19	163		This covers all expected VR / VER costs.

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
Various	Salaries	2019/20	(£338)		FYE saving is £349k in 2020/21.

6.2 Legal

N/A

6.3 Human Resources

All Human Resources issues are included in the report.

6.4 Equalities

Has an Equality Impact Assessment been carried out?

YES (to follow)

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

N/A

7.0 CONSULTATIONS

7.1 Services have been fully involved in the review though the assessment of workforce profiling reports, discussions with HR, at DMTs and the CMT.

7.2 The contents of this report have been discussed with the Trades Unions via the Joint Budget Group.

7.3 The Members' Budget Working Group has considered the outcome of both reviews and has agreed that the Policy & Resources Committee should be asked to agree the recommendations.

8.0 LIST OF BACKGROUND PAPERS

8.1 None

Directorate	Service	Section	Designation	Grade	FTE
Chief Executive	Chief Executive	Chief Executive's Office	Secretary To Corp Director	F	1.00
ECOD	Education	Schools	Bus Escort	B	0.10
ECOD	Education	Facilities Management	Mobile Toilet Attendant	B	1.00
ECOD	Education	Secondary	Clerical Assistant	C	0.43
ECOD	Education	Primary	Classroom Assistant	C	0.02
ECOD	Inclusive Education, Culture & Communities	Community Facilities	Administrator	D	1.00
ECOD	Inclusive Education, Culture & Communities	Community Facilities	Caretaker	C	0.50
ECOD	Inclusive Education, Culture & Communities	Community Education & Learning Development	Clerical Assistant	C	0.50
ECOD	Inclusive Education, Culture & Communities	Primary	ASN Auxiliary	C	0.05
ECOD	Inclusive Education, Culture & Communities	Primary	ASN Auxiliary	C	0.07
ECOD	Inclusive Education, Culture & Communities	Secondary	ASN Auxiliary	C	0.09
ECOD	Inclusive Education, Culture & Communities	Primary	ASN Auxiliary	C	0.05
ERR	Environmental & Public Protection	Grounds	Chargehand Gardener	E	1.00
ERR	Finance	Revenue & Benefits	Clerical Assistant	D	0.50
ERR	Regeneration & Planning	Economic Dev	Senior Clerical Assistant	D	0.47
ERR	Regeneration & Planning	Economic Dev	Senior Clerical Assistant	D	1.00
HSCP	Children Services & Criminal Justice	Homecare	Home Support Worker	D	0.49
HSCP	Children Services & Criminal Justice	Child Protection & Quality Assurance	Contact/Escort Worker	C	0.50
HSCP	Children Services & Criminal Justice	Homecare	Home Support Worker	D	0.70
HSCP	Health & Community Care	Older People & Physical Disabilities	Support Worker Small Grp DC	C	0.53
HSCP	HSCP Strategy & Support Services	Quality & Development	Quality & Complaints Officer	I	1.00

Number of Posts: 21 11.01

Report To:	Policy & Resources Committee	Date:	13 November 2018
Report By:	Corporate Director Environment, Regeneration & Resources	Report No:	PR/32/18/DH
Contact Officer:	Drew Hall	Contact No:	01475 714272
Subject:	Request to Procure Care & Repair and Small Repairs/Handyman Service		

1.0 PURPOSE

- 1.1 The purpose of this report is to seek the Committee's permission to tender the Care & Repair and Small Repairs/Handyman Service

2.0 SUMMARY

- 2.1 As part of the Council's Budget setting process it was agreed to bring the current Care & Repair (C&R) contract, operated by Cloch Housing Association (CHA) in-house by establishing a new Grant Adaptations Service managed within Environmental & Public Protection Service and a new commissioned Small Repairs /Handyman Service (SR/HS) by the HSCP.
- 2.2 The original proposal for the Small Repair/Handyman Service was to match the funding the HSCP uses for the Muirshiel project from the Scheme of Assistance (SOA) budget to provide for a new commissioned service. However, further recent detailed examination of the Muirshiel service concluded that this proposal would be unsuitable.
- 2.3 The option that Small Repairs/Handyman Service could be operated through the Building Services Unit (BSU) was explored; however issues with salary costs differentials due to potential TUPE staff transfers would have significant risks for the Council.
- 2.4 Cloch Housing Association had approached the Council, following the savings decision, to suggest that they may be able to attract additional external funding to continue to run the Care & Repair Service, including the Small Repair/Handyman Service. The Cloch Housing Association Board met in August to consider their options regarding the retention of the Care & Repair and Small Repair/Handyman services. The Cloch Housing Association Board concluded that they were not in a position to continue the service with no guarantee of additional funding. However another interest in Care & Repair as well as a handyman service provision in Inverclyde has been received. This proposal has been explored as it indicates there may be wider market interest.
- 2.5 A Small Repair/Handyman Service needs to be provided in addition to the in-house adaptations service. However, the proposal mentioned above is based on providing both Care & Repair and Small Repairs/Handyman Service at a cost that will still deliver the saving. In other words market interest appears to be conditional on both service areas being tendered. The Council's procurement service advises that these options require a full procurement process.
- 2.6 In order to keep all our options open, it would be prudent to procure on a lot basis i.e. lot 1 Small Repairs/Handyman Service and lot 2 Full Care & Repair and Small Repairs/Handyman Service. Through tendering in this manner, the Council will determine if there is market interest for the Small Repair/Handyman Service alone or whether the whole service needs to be offered to stimulate a bid. Clearly, the preference would be for only Small Repairs/Handyman Service to be moved to an external provider. If a viable bid is received for

the Small Repairs/Handyman Service alone, then the project can be progressed as originally envisaged with Care & Repair coming in-house and the Small Repair/Handyman Service being delivered by an external provider.

- 2.7 Time restraints and pressures require that the Council seeks tenders for these options as soon as possible. A more detailed update report which will consider the acceptance of tenders will be submitted to the next Environment and Regeneration Committee.

3.0 RECOMMENDATIONS

3.1 It is recommended:

1. That a 2 lot tender procedure for the Care & Repair and Small Repair/Handyman Service be progressed as soon as possible, and
2. That it be noted that a detailed update report which will consider the options available will be submitted to the next Environment and Regeneration Committee.

Martin McNab
Head of Environment & Public Protection

4.0 BACKGROUND

- 4.1 As part of the Council's Budget setting process, it was agreed to bring the current Care & Repair (C&R) contract, operated by Cloch Housing Association (CHA)(£215K per year), in-house by establishing a new Grant Adaptations Service managed within Environmental & Public Protection Service and new commissioned Small Repairs Service (SR/HS) by the HSCP.
- 4.2 The original proposal for the SR/HS was to match the funding the HSCP uses for the Muirshiel project from the SOA budget to provide for a new commissioned service. However, further recent detailed examination of the Muirshiel service concluded that this proposal would be unsuitable.
- 4.3 The option that SR/HS could be operated through the Building Services Unit (BSU) was explored; however issues with salary costs differentials due to potential TUPE staff transfers would have significant risks for the Council.
- 4.4 CHA had approached the Council Leader, following the savings decision, to suggest that they may be able to attract additional external funding to continue to run the C&R service including the SR/HS. The CHA Board met in August to consider their options regarding the retention of the C&R and SR/HS services. The CHA Board concluded that they were not in a position to continue the service with no guarantee of additional funding. Another interest in Care & Repair as well as a Handyman Service provision in Inverclyde has been received. This proposal has been explored.

5.0 UPDATE

- 5.1 A SR/HS needs to be provided in addition to the in-house adaptations service. However the proposal mentioned in 4.4 above is based on providing both C&R and SR/HS services at a cost that will still deliver the saving. The Council's procurement service advises that these options require a full procurement process.
- 5.2 In order properly to assess the levels of tender response, it is prudent to procure on a lot basis, i.e. Lot 1, SR/HS and Lot 2, C&R and SR/HS.
- 5.3 Work continues to develop the in-house adaptations service. Environmental & Public Protection Housing Strategy Officers and HSCP Officers continue to meet to ensure the new service operates well.
- 5.4 Timescales for the OJEU procurement process mean that after finalisation of procurement documents and following permission from the Committee to go to tender it will take almost 3 months to reach the contract award stage. Time is available to award a new contract by a number of weeks before the end of the current contract.

6.0 IMPLICATIONS

Finance

6.1

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Scheme of Assistance (SOA)	SOA	2019/20	£40k £85k		Small repairs/handyman service Staffing costs for new Grant Adaptations service
Scheme of Assistance (SOA)	SOA	2019/20	(£193k)		Council approved saving.(March 2018)

Legal

6.2 None

Human Resources

6.3 Human Resources are currently being consulted on TUPE issues and new service staffing.

Equalities

6.4 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.

Services to our customers, full cognisance is taken of equality and diversity processes and procedures, including

- The provision of free and easily accessible advice and information.
- Ensuring awareness of the availability of services.
- Regularly reviewing delivery methods to ensure inclusion.

Repopulation

6.5 None.

7.0 BACKGROUND PAPERS

7.1 None.