

A meeting of the Policy & Resources Committee will be held on Tuesday 26 March 2019 at 3pm within the Municipal Buildings, Greenock.

GERARD MALONE
Head of Legal & Property Services

BUSINESS

****Copy to follow**

| 1. Apologies, Substitutions and Declarations of Interest | Page |
|---|-------------|
| PERFORMANCE MANAGEMENT | |
| 2. Policy & Resources Capital Programme 2018/2021 – Progress Report Report by Chief Financial Officer and Corporate Director Environment, Regeneration & Resources | p |
| 3. 2018/21 Capital Programme Report by Chief Financial Officer | p |
| 4. Policy & Resources Committee 2018/19 Revenue Budget – Period 10 to 31 January 2019 Report by Chief Executive, Corporate Director Environment, Regeneration & Resources, Corporate Director Education, Communities & Organisational Development and Chief Financial Officer | p |
| 5. 2018/19 General Fund Revenue Budget as at 31 January 2019 Report by Chief Financial Officer | p |
| 6. Welfare Reform Update Report by Chief Financial Officer | p |
| 7. ICT Services Performance Update Report by Chief Financial Officer | p |
| 8. SOLACE Improving Local Government Benchmarking Framework 2017/18 Report by Head of Organisational Development, Policy & Communications | p |
| 9. Update on the Public Service Improvement Framework (PSIF) Report by Head of Organisational Development, Policy & Communications | p |

| NEW BUSINESS | | |
|--|--|-------------------------------|
| 10. | Equality Mainstreaming Report 2019, Progress on Equality Outcomes 2017/21 and Equal Pay Statement 2019 Report by Head of Organisational Development, Policy & Communications | p |
| 11. | Developing Participatory Budgeting in Inverclyde ** Report by Head of Inclusive Education, Culture & Communities | |
| 12. | Marriages within Inverclyde Council Premises - Update Report by Chief Financial Officer | p |
| 13. | Inverclyde Leisure Trust – ILT Asset Management Plan and Replacement of Waterfront Training Pool Moveable Floor Report by Head of Legal & Property Services | p |
| 14. | Version Control and Naming Convention Guidance Report by Head of Legal & Property Services | p |
| 15. | Data Protection Impact Assessment Guidance and Template Report by Head of Legal & Property Services | 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. | | |
| 16. | Voluntary Severance Scheme Releases Report by Head of Organisational Development, Policy & Communications providing an update on the position of releases agreed under the Council's Voluntary Severance Scheme since the last report to the Committee in May 2018 | Para 1 p |
| 17. | Welfare Reform Update – Appendix 4 Appendix 4 to Welfare Reform Update report providing information on Registered Social Landlords' rent arrears | Para 6 p |

Enquiries to – **Rona McGhee** – Tel 01475 712113

| | | | |
|-------------------------|---|--------------------|------------------------|
| Report To: | Policy & Resources Committee | Date: | 26 March 2019 |
| Report By: | Chief Financial Officer and Corporate Director Environment, Regeneration & Resources | Report No: | FIN/38/19/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 31 January 2019 is 74.77% of 2018/19 projected spend. Net advancement of £0.039m (7.80%) is being reported at this time.

3.0 RECOMMENDATIONS

- 3.1 That the Committee notes current position of the 2018/21 Capital Programme, the reported net advancement and the progress on the specific projects detailed in the report and Appendix 1.

Alan Puckrin
Chief Financial Officer

Scott Allan
Corporate Director
Environment, Regeneration
& Resources

4.0 BACKGROUND

- 4.1 On March 15 2018 the Council approved the 2018/21 Capital Programme which continued the core annual ICT allocation of £0.363m.

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. To date - £0.207m has been spent through the Scottish Government National Framework for mobile devices. This represents the best overall value for the procurement of IT Equipment and guarantees supply and support of identified models for the period of the contract. The Refresh Programme for 2019/20 has been identified and is targeting devices for staff within the Health and Social Care Partnership, particularly those staff required to work in a more flexible and mobile environment.
- 5.2 Server and Switch Replacement – £0.064m has been allocated to replacing and upgrading key server equipment for the upgrade of core systems, including SWIFT and Council Tax Administration. £0.023m has been allocated to replace a number of servers within the Primary School estate, allowing the removal of the oldest and most unreliable devices. Key network components have been replaced and upgraded and investment made to evaluate wireless capabilities within the corporate estate. Replacement or upgrade of the Council's central file storage services is currently still being evaluated and will be implemented in line with a Cloud Migration Strategy to improve resilience and availability of systems in 2019/20.
- 5.3 Whiteboard Projector/Refresh – A number of whiteboard projectors within the school estate are coming to the end of their useful lifecycle or are no longer available for replacement in the event of equipment failure. Devices are replaced “as and when” they fail and are subject to budgetary availability. Migration away from traditional projector/screen configuration to all in one LED active panels, where possible, is being investigated. £0.048m has been invested in this programme.
- 5.4 Modernisation Fund – As previously reported 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 is progressing. Further details are included in the ICT Update report elsewhere on the Committee agenda.

6.0 FINANCIAL IMPLICATIONS

Finance

- 6.1 The figures below detail the position at 31 January 2019. Expenditure to date is £0.403m (74.77% of the 2018/19 projected spend). Phasing and project spend has 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 £0.539m with net advancement of £0.039m (7.80%) mainly due to slippage within the Modernisation Fund (£0.011m) offset by advancement within the Rolling Replacement of PC's (£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

| | | | |
|-------------------------|---|--------------------|------------------------|
| Report To: | Policy & Resources Committee | Date: | 26 March 2019 |
| Report By: | Chief Financial Officer | Report No: | FIN/37/19/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 March 15 2018 the Council approved the 2018/21 Capital Programme which built on the previously approved 2017/20 Capital Programme.
- 2.2 The Capital Programme reflects the confirmed 2018/19 and 2019/20 capital grant. The 2019/20 grant is £0.110m less than previously estimated and includes the return of £1.4m re-profiled by the Government in 2016/17 which is in addition to the core annual allocations. In addition the estimated 2020/21 grant has been reduced by £0.400m to £8.100m.
- 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 £2.703m. This is £0.212m in excess of the acceptable level of up to 5% overprovision and action has been taken when preparing the 2019/23 Capital Programme as part of the budget setting process to address the shortfall and bring it back within the 5% overprovision.
- 2.4 The position has been updated to reflect the most up to date information available rather than that reported to individual Service Committee's. As a result it can be seen from Appendix 2 that as at 28 February 2019 expenditure in 2018/19 was 81.7% of projected spend. Phasing and project spend has 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 per 2018/21. In the current year net slippage of 5.93% is currently being reported, a increase from the 4.38% net slippage previously reported. This is due to slippage in Health & Social Care (£0.642m), Environment and Regeneration (£0.751m) and School Estates (£0.934m) offset by advancement in Education and Lifelong Learning (Excluding School Estate) (£0.629m) and Policy & Resources (£0.039m).
- 2.6 A detailed outturn report will be presented to the Committee in August on closure of the 2018/19 Accounts.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the current position of the 2018/21 Capital Programme and that officers continue to examine ways to minimise any further slippage.

4.0 BACKGROUND

- 4.1 On March 15 2018 the Council approved the 2018/21 Capital Programme which built upon the previously approved 2017/20 Capital Programme to 2017/21.
- 4.2 The Capital Programme reflects the confirmed 2018/19 and 2019/20 capital grant. The 2019/20 grant is £0.110m less than previously estimated and includes the return of £1.4m re-profiled by the Government in 2016/17 which is in addition to the core annual allocations. In addition the estimated 2020/21 grant has been reduced by £0.400m to £8.100m.
- 4.3 Overprovision of projects against estimated (non SEMP) resources of up to 5% has been made to allow for increased resources and/or cost reductions.
- 4.4 The 2019/23 Capital Programme was due to be approved by the Council on 21 March 2019.

5.0 CURRENT POSITION

- 5.1 Appendix 1 shows that over the 2018/21 period the Capital Programme is reporting a £2.703m deficit. This is £0.212m in excess of the acceptable level of up to 5% overprovision and will be addressed when preparing the 2019/23 Capital Programme as part of the budget setting process.
- 5.2 The position in respect of individual Committees for 2018/19 is as follows:

Health & Social Care

Net slippage of £0.642m (47.07%) is being reported with spend of £0.722m for the year. Slippage is projected within Crosshill Children's Home Replacement due to delays experienced and projected cost reductions.

Environment & Regeneration

Net slippage of £0.751m (5.16%) is being reported with spend of £13.791m for the year. Slippage is projected mainly within Pottery Street (£0.371m), SPT (£0.350m), Flooding (£0.581m), King George VI refurbishment (£0.247m) and other minor slippages on various budgets across the Property Services annual allocations offset by advancement within Clune Park (£0.430m), Bakers Brae realignment (£0.204m), Town and Village centres (£0.194m) and the Enterprise Hub (£0.100m).

Education & Communities

Net slippage of £0.3-5m (2.63%) is being reported with spend of £11.174m for the year. The slippage is mainly due to the revised phasing of various projects within the School Estates Management Plan (£0.934m) and the Community facility at Broomhill (£0.099m) offset by advancement of the Inverclyde Leisure project at Lady Octavia Sports Centre (0.470m) and Watt Complex (£0.218m).

Policy & Resources

Net advancement of £0.039m (7.80%) is being reported with spend of £0.539m for the year. The advancement is within the PC Refresh and Server Replacement Programme (£0.050m) offset by slippage within the modernisation fund (£0.011m).

- 5.3 Overall in 2018/19 expenditure is 81.7% of projected spend for the year and that project slippage from the programme agreed in March 2018 is £1.659 million (5.93%). 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 albeit opportunities are very limited at this stage of the financial year.

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, Policy & 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 | 9,390 | 8,100 | - | 25,772 |
| Less: Allocation to School Estate | (4,300) | (4,300) | (3,000) | - | (11,600) |
| Capital Receipts (Note 1) | 389 | 282 | 543 | - | 1,214 |
| Capital Grants (Note 2) | 1,601 | 610 | - | - | 2,211 |
| Prudential Funded Projects (Note 3) | 5,642 | 4,052 | 3,862 | 350 | 13,906 |
| Balance B/F From 17/18 (Exc School Estate) | 12,167 | - | - | - | 12,167 |
| Capital Funded from Current Revenue | 5,252 | 349 | 603 | - | 6,204 |
| | <u>29,033</u> | <u>10,383</u> | <u>10,108</u> | <u>350</u> | <u>49,874</u> |

Overall Position 2018/21

| | |
|--|----------------|
| | <u>£000</u> |
| Available Resources (Appendix 1, Column E) | 49,874 |
| Projection (Appendix 2, Column B-E) | 52,577 |
| (Shortfall)/Under Utilisation of Resources | <u>(2,703)</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 | - | 35 | - | - | 35 |
| | <u>389</u> | <u>282</u> | <u>543</u> | <u>-</u> | <u>1,214</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 | 1,250 | 350 | - | - | 1,600 |
| Historic Scotland | 65 | 260 | - | - | 325 |
| Big Lottery Fund | 88 | - | - | - | 88 |
| Grant - Branchton Play Area | 90 | - | - | - | 90 |
| | <u>1,601</u> | <u>610</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 | 1,153 | 1,768 | - | 3,910 |
| Asset Management Plan - Offices | 22 | - | - | - | 22 |
| Asset Management Plan - Depots | 1,113 | 586 | 1,098 | - | 2,797 |
| Capital Works on Former Tied Houses | 102 | - | 44 | 350 | 496 |
| Waterfront Leisure Complex Combined Heat and Power Plant | 4 | - | - | - | 4 |
| CCTV | 201 | - | - | - | 201 |
| Clune Park Regeneration | 430 | - | 570 | - | 1,000 |
| Neil Street Childrens Home Replacement | 49 | - | - | - | 49 |
| Crosshill Childrens Home Replacement | 109 | 1,082 | 337 | - | 1,528 |
| Modernisation Fund | 88 | (45) | 6 | - | 49 |
| Watt Complex Refurbishment | 1,121 | 72 | 39 | - | 1,232 |
| Roads Asset Management Plan | 1,384 | 1,204 | - | - | 2,588 |
| | <u>5,642</u> | <u>4,052</u> | <u>3,862</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 28/02/2019 |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Policy & Resources | 24 | 539 | 468 | 369 | - | 1,400 | 1,400 | - | 403 |
| Environment & Regeneration | 45,988 | 13,791 | 12,370 | 18,103 | 350 | 90,602 | 90,602 | - | 10,572 |
| Education & Communities (Exc School Estate) | 2,432 | 2,306 | 1,133 | 816 | 181 | 6,868 | 6,868 | - | 2,140 |
| HSCP | 214 | 722 | 1,092 | 337 | - | 2,365 | 2,365 | - | 450 |
| Sub -Total | 48,658 | 17,358 | 15,063 | 19,625 | 531 | 101,235 | 101,235 | - | 13,565 |
| School Estate (Note 1) | 19,549 | 8,978 | 10,911 | 7,094 | 50 | 46,582 | 46,582 | - | 7,952 |
| Total | 68,207 | 26,336 | 25,974 | 26,719 | 581 | 147,817 | 147,817 | - | 21,517 |

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 | 6,419 | 2,008 |
| Prudential Borrowing | - | - | - |
| Available Funding | <u>15,397</u> | <u>12,919</u> | <u>6,508</u> |
| <u>Projects</u> | 8,978 | 10,911 | 7,094 |
| Total | <u>8,978</u> | <u>10,911</u> | <u>7,094</u> |
| Surplus c/fwd | 6,419 | 2,008 | (586) |

| | | | |
|-------------------------|--|--------------------|------------------------|
| Report To: | Policy & Resources Committee | Date: | 26 March 2019 |
| Report By: | Chief Executive, Corporate Director Environment, Regeneration & Resources, Corporate Director Education, Communities & Organisational Development and Chief Financial Officer | Report No: | FIN/31/19/AP/AE |
| Contact Officer: | Angela Edmiston | Contact No: | 01475 712143 |
| Subject: | Policy & Resources Committee 2018/19 Revenue Budget – Period 10 to 31 January 2019 | | |

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 10, 31 January 2019.

2.0 SUMMARY

- 2.1 The total revised Committee budget for 2018/19 is £18,724,000. This excludes Earmarked Reserves of £2,557,000.
- 2.2 The latest projection, excluding Earmarked Reserves, is an underspend of £716,000 (3.82%, an increase of £11,000 since the last report).
- 2.3 The main reasons for this underspend are:
- a) £700,000 projected underspend of non-pay inflation contingency.
 - b) £100,000 over-recovery of Internal Resource Interest.
 - c) £60,000 increased income within Finance Services.

The above is offset by a projected overspend of £264,000 on pay inflation based on the current pay offer.

- 2.4 The Earmarked Reserves for 2018/19 total £2,297,000 of which £501,000 is projected to be spent in the current financial year. To date, expenditure of £310,000 (66.38%) has been incurred which is £157,000 less 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. Write backs of £260,000 Earmarked Reserves were proposed as part of the 2019/20 budget and this has been reflected in appendix 4.
- 2.5 The Common Good Fund is projecting a surplus fund balance at 31 March 2019 of £28,380. The potential disposal of Common Good assets is under review and if approved would increase the Fund Balance accordingly. The Committee approved the 2019/20 Budget in February, 2019.

3.0 RECOMMENDATIONS

- 3.1 That the Committee notes the 2018/19 projected underspend of £716,000 for the Policy and Resources Committee as at Period 10, 31 January 2019.
- 3.2 That the Committee notes the projected 2018/19 surplus of £20,980 for the Common Good Fund.

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 £716,000 (3.82%) in 2018/19.

5.0 2018/19 CURRENT POSITION

5.1 The current projection is an underspend of £716,000, increase in underspend of £11,000 since the previous report. The following are the material variances:

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

Finance - £177,000 underspend

Employee Costs: £50,000 projected underspend mainly due to additional turnover. This is an increase in the underspend reported to the last Committee of £17,000 mainly due to further vacancies.

Admin Costs: £12,000 overspend mainly due to a £32,000 overspend within Legal Expenses Sheriff Officer, offset within income. In addition, £50,000 overspend for ICT Line Rental Recharges fully offset within income. Various underspends being projected, which include £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. Overall increase in overspend of £2,000 since last reported to the Committee.

Other Expenditure: An underspend of £71,000 projected to the Committee mainly due to £50,000 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. Overall decrease in spend of £27,000 since last reported to the Committee.

Income: An over-recovery of £60,000 is being projected. This is mainly due to a £37,000 over-recovery within Legal fee income and £50,000 ICT income for Line Rental charges which are offset within Admin Costs. Also £66,000 reduction in Housing Benefit recoveries which is largely offset by a reduced Bad Debt Provision.

In addition, one-off income of £44,000 within ICT received from Education PEF funding and other ICT service charges and £39,000 over Recovery within Revenues mainly due to additional one-off grant funding from the DWP. Partially offset by an under recovery of prior years' Council Tax Income of £50,000.

Legal & Property - £34,000 overspend

Income: An under-recovery of £42,000 for liquor licence fees offset by an over-recovery of £27,000 within betting licences. Decrease in under-recovery of £6,000 since last reported to the Committee due to a decrease in fees received to date.

5.3 The following material variances relate to the Miscellaneous budget.

Miscellaneous – £545,000 underspend

Non-Pay Inflation Contingency: There is a projected underspend of £700,000 based on current estimated calls on inflation contingency. £50,000 further underspend projected since last reported to the Committee.

Pay Inflation – Based on the recent pay offer of 3.5% it is estimated that there is a shortfall of £264,000 against the pay inflation allowance. No change since last reported to the Committee.

Internal Resource Interest: Projecting £100,000 over-recovery of income based on 2017/18 out-turn. Both these matters will be factored into the 2019/20 draft budget. No change since last reported.

6.0 VIREMENT

6.1 There are no virements to report in period 10.

7.0 EARMARKED RESERVES

7.1 Appendix 4 gives a detailed breakdown of the current earmarked reserves position. Total funding is £2,297,000 of which £501,000 is projected to be spent in 2018/19 and the remaining balance of £1,796,000 to be carried forward to 2019/20 and beyond. It can be seen that expenditure of £310,000 has been achieved which is £157,000 less than the phased budgeted spend to date and represents 66.38% of the annual projected spend. Write backs of £260,000 Earmarked Reserves were proposed as part of the 2019/20 budget and this has been reflected in appendix 4.

8.0 COMMON GOOD FUND

8.1 The Common Good Fund is projecting a surplus fund balance at 31 March 2018 of £28,830. The 2018/19 surplus is after the Fund incurred no expenditure for the Annual Fireworks display following the cancellation of the 2018 event due to inclement weather. All costs incurred are due to be recovered via an insurance claim.

8.2 The Committee approved the 2019/20 Budget, based on a surplus of £26,640, at the February 2019 meeting.

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 |
|-------------|----------------|--------------|------------------------------------|---------------|----------------|
| | | | | | |

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 The Committee is asked to note the 2018/19 projected underspend of £716,000 for the Policy and Resources Committee as at Period 10, 31 January 2019.

12.0 BACKGROUND PAPERS

12.1 There are no background papers for this report.

Policy & Resources Budget Movement - 2018/19**Period 10: 1st April - 31st Jan 2019**

| 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 | | (350) | 7,358 |
| Legal | 1,674 | | 27 | | | 1,701 |
| Organisational Development, HR & Communications | 2,001 | | (6) | | | 1,995 |
| Chief Exec | 332 | | 8 | | | 340 |
| Miscellaneous | 7,886 | (294) | (262) | | | 7,330 |
| Totals | 19,474 | (288) | (112) | 0 | (350) | 18,724 |

Supplementary Budget Detail

£000

Inflation

Software Maintenance Inflation - Finance & ICT

6

Miscellaneous Inflation Contingency:

Software Maintenance Inflation - Finance & ICT

(6)

Getting Ready for Work Scheme (Ec Dev)

(9)

Electricity & Gas Inflation 2018/19

(126)

Industrial & Commercial Rents Income

(60)

Residual Waste

(43)

Unmetered Electricity

(45)

Dalrymple Street Carpark

(5)

(288)Virement

Welfare refund - Social Work triage

62

Welfare refund - Education Anti Poverty Fund

22

Misc - Inflation Contingency (HSCP, Mgmt Restruc, Turnover Realign, Misc)

(201)

Admin Restructure - Legal & Property

17

Rankin Park costs from Capital Programme to ERR Directorate

(12)

(112)

REVENUE BUDGET MONITORING REPORT**CURRENT POSITION****PERIOD 10: 1st April 2018- 31st January 2019**

| 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 | 8,248 | 8,192 | (56) |
| 523 | Property Costs | 547 | 547 | 547 | 0 |
| 602 | Supplies & Services | 899 | 936 | 955 | 19 |
| 3 | Transport & Plant | 5 | 5 | 4 | (1) |
| 1,551 | Administration Costs | 1,442 | 1,420 | 1,405 | (15) |
| 34,428 | Payments to Other Bodies | 42,420 | 41,928 | 41,395 | (534) |
| (31,943) | Income | (34,054) | (34,010) | (34,139) | (129) |
| 13,486 | TOTAL NET EXPENDITURE | 19,474 | 19,074 | 18,359 | (716) |
| | Earmarked reserves | | (350) | (350) | 0 |
| 13,486 | Total Net Expenditure excluding Earmarked Reserves | 19,474 | 18,724 | 18,009 | (716) |

| 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 | 7,531 | (177) |
| 1,631 | Legal Services | 1,674 | 1,701 | 1,735 | 34 |
| 8,909 | Total Net Expenditure Environment, Regeneration & Resources | 9,255 | 9,409 | 9,266 | (143) |
| 1,997 | Organisational Development, Human Resources & Communications | 2,001 | 1,995 | 1,987 | (8) |
| 1,997 | Total Net Expenditure Education, Communities & Organisational Development | 2,001 | 1,995 | 1,987 | (8) |
| 341 | Chief Executive | 332 | 339 | 319 | (20) |
| 2,239 | Miscellaneous | 7,886 | 7,330 | 6,786 | (545) |
| 13,486 | TOTAL NET EXPENDITURE | 19,474 | 19,074 | 18,359 | (716) |
| | Earmarked reserves | | (350) | (350) | 0 |
| 13,486 | Total Net Expenditure excluding Earmarked Reserves | 19,474 | 18,724 | 18,009 | (716) |

POLICY & RESOURCES**REVENUE BUDGET MONITORING REPORT****MATERIAL VARIANCES (EXCLUDING EARMARKED RESERVES)****PERIOD 10: 1st April 2018 - 31st January 2018**

| Outturn 2017/18 £000 | Budget Heading | Budget 2018/19 £000 | Proportion of Budget £000 | Actual to 31/01/2019 £000 | Projection 2018/2019 £000 | Over/(Under) Budget £000 |
|----------------------------|--|---------------------------|---------------------------------|---------------------------------|---------------------------------|--------------------------------|
| | <u>Finance/ICT</u> | | | | | |
| 5,178 | Fin/Rev/ICT - Employee Costs | 5,080 | 3,949 | 3,943 | 5,030 | (50) |
| 41 | ICT - Admin Costs - Corporate Calls | 38 | 32 | 8 | 11 | (27) |
| 437 | ICT - Admin Costs - Telephone Line Rental | 333 | 298 | 287 | 383 | 50 |
| 72 | ICT - Admin Costs - Line Rental - Non Rechargeable | 66 | 59 | 37 | 42 | (24) |
| (47) | ICT - Income - Recharges | 0 | 0 | (100) | (44) | (44) |
| (437) | ICT - Income - Line Rental Charges | (333) | (298) | (319) | (383) | (50) |
| 280 | Rev - Admin costs - Legal Expenses Sheriff Officer | 242 | 202 | 226 | 274 | 32 |
| 45 | Rev- Admin costs - Postage | 67 | 58 | 23 | 45 | (22) |
| 21 | Rev- Other Expenditure UC | 47 | 39 | 10 | 20 | (27) |
| (8) | Rev - Other Expenditure - Bad Debt Provision | 100 | 75 | 36 | 50 | (50) |
| (141) | Rev - Income - Other Income | (95) | (80) | (134) | (134) | (39) |
| (138) | Rev- Income - Recoveries HB | (220) | (165) | (136) | (154) | 66 |
| (283) | Rev - Income - Legal Fee Recoveries | (238) | (198) | (228) | (275) | (37) |
| | Rev - CT Income Previous Years | (356) | 0 | 0 | (306) | 50 |
| | <u>Legal & Property Services</u> | | | | | |
| (78) | Liquor Licences | (122) | (92) | (106) | (80) | 42 |
| (2) | Licensing - Betting | 0 | 0 | 0 | (27) | (27) |
| | <u>Miscellaneous</u> | | | | | |
| 253 | Non-pay Inflation Contingency | 1,428 | 556 | 556 | 728 | (700) |
| 1,452 | Pay Inflation Contingency | 3,977 | 0 | 0 | 4,241 | 264 |
| (277) | Internal Resource Interest | (150) | (125) | 0 | (250) | (100) |
| 1,190 | TOTAL MATERIAL VARIANCES | 4,784 | 361 | 160 | 4,141 | (643) |

EARMARKED RESERVES POSITION STATEMENT

COMMITTEE: Policy & Resources

| Project | Lead Officer/ Responsible Manager | Total Funding | Phased Budget To Period 10 | Actual To Period 10 | Projected Spend | Amount to be Earmarked for 2019/20 & Beyond | Lead Officer Update |
|------------------------------|--------------------------------------|---------------|-------------------------------|------------------------|--------------------|--|--|
| | | 2018/19 | 2018/19 | 2018/19 | 2018/19 | | |
| | | £000 | £000 | £000 | £000 | £000 | |
| Digital Strategy | Alan Puckrin | 267 | 90 | 50 | 60 | 207 | 2017/20 Digital Strategy approved and projects progressing. Funding KANA Upgrade & Revenues On Line projects. Both Projects have minor delays. |
| Welfare Reform - Operational | Alan Puckrin | 259 | 45 | 16 | 69 | 190 | Funding temporary employees and brought forward SWF balance of £60k. Project to use £40k of SWF balance in 2018/19 |
| Budget Development | Alan Puckrin | 36 | 20 | 5 | 20 | 16 | Will fund Participatory Budget pilots once the sum is clarified. |
| 2013/18 Revenue Contingency | Alan Puckrin | 110 | 40 | 21 | 47 | 63 | Projects to date include £20k Youth Event, £5k for Gourock Highland Games & £10k for The Great Get Together, £5k for Armed Forces - Tommy Memorials and £10k for the Jewish Heritage Centre. Total uncommitted funds in 2018/19 of £10k. |
| Anti-Poverty Fund | Alan Puckrin | 1,500 | 225 | 183 | 226 | 1,274 | Committee agreed further 12 month funding extensions in September with further proposals agreed in February 2019. Proposals linked to Child Poverty Action Plan to be developed. |
| GDPR | Gerry Malone | 75 | 7 | 7 | 47 | 28 | £47k to be spent within 2018/19 GDPR training, ICT requirements and storage. |
| Develop Pay & Grading Model | Steven McNab | 50 | 40 | 28 | 32 | 18 | 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. |
| Total Category C to E | | 2,297 | 467 | 310 | 501 | 1,796 | |

COMMON GOOD FUND

REVENUE BUDGET MONITORING REPORT 2018/19

PERIOD 10 : 1st April 2018 to 31st January 2019

| | | 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 | 18,300 | 16,950 | 22,000 |
| Repairs & Maintenance | 1 | 4,730 | 9,000 | 7,500 | 4,330 | 9,000 |
| Rates | 2 | 14,900 | 12,000 | 10,000 | 12,620 | 13,000 |
| Property Insurance | | (2,890) | 1,000 | 800 | | 0 |
| <u>ADMINISTRATION COSTS</u> | | 11,480 | 7,700 | 7,500 | 17,660 | 17,700 |
| Sundries | 3 | 5,280 | 1,500 | 1,300 | 11,460 | 11,500 |
| Commercial Rent Management Recharge | | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 |
| Recharge for Accountancy | | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| <u>OTHER EXPENDITURE</u> | | 83,370 | 79,100 | 78,300 | 51,150 | 66,500 |
| Christmas Lights Switch On | | 10,500 | 10,500 | 10,500 | | 10,500 |
| Gourock Highland Games | | 29,400 | 29,400 | 29,400 | 29,400 | 29,400 |
| Armistice Service | | 8,400 | 8,300 | 8,300 | 5,950 | 8,300 |
| Comet Festival | | 13,300 | 13,300 | 13,300 | 13,300 | 13,300 |
| Fireworks | 4 | 12,600 | 12,600 | 12,600 | | 0 |
| Society of the Innocents Rent Rebate | | 5,000 | 5,000 | 4,200 | 2,500 | 5,000 |
| Bad Debt Provision | | 4,170 | | | | 0 |
| <u>INCOME</u> | | (124,220) | (135,440) | (112,900) | (107,020) | (127,180) |
| Property Rental | | (168,950) | (168,950) | (140,800) | (144,390) | (168,950) |
| Void Rents | 5 | 44,750 | 34,010 | 28,300 | 37,430 | 42,270 |
| Internal Resources Interest | | (20) | (500) | (400) | (60) | (500) |
| Disposal of Land | | | | | | |
| <u>NET ANNUAL EXPENDITURE</u> | | (12,630) | (26,640) | (8,800) | (21,260) | (20,980) |
| <u>EARMARKED FUNDS</u> | | 0 | 0 | 0 | 0 | 0 |
| <u>TOTAL NET EXPENDITURE</u> | | (12,630) | (26,640) | (8,800) | (21,260) | (20,980) |

Fund Balance as at 31st March 2018 7,400

Projected Fund Balance as at 31st March 2019 28,380

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.

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 Sundries

Significant utilities costs have been incurred for 12 Bay St, these costs date back to 2015 when the property became vacant. While costs relating to this property while vacant are the responsibility of the Common Good fund it is believed the costs are excessive and these are currently being challenged. Any subsequent credit received will be reflected in future reports.

4 Fireworks

The 2018 Fireworks event was cancelled due to extreme weather. The Common Good Fund is not liable for any of the abortive costs.

5 Current Empty Properties are:Vacant since:

| | |
|----------------------|----------------|
| 12 Bay St | April 2015 |
| 10 John Wood Street | August 2018 |
| 15 John Wood Street | June 2017 |
| 17 John Wood Street | March 2014 |
| 74 Port Glasgow Road | September 2012 |

| | | |
|-------------------------|--|-----------------------------------|
| Report To: | Policy & Resources Committee | Date: 26 March 2019 |
| Report By: | Chief Financial Officer | Report No: FIN/35/19/AP/AE |
| Contact Officer: | Alan Puckrin | Contact No: 01475 712223 |
| Subject: | 2018/19 General Fund Revenue Budget as at 31 January 2019 | |

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 31 January 2019 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 31 January 2019 the General Fund is projecting a £1.229 million underspend (excluding Health & Social Directorate) which represents 0.64% of the net Revenue Budget. This is mainly due to:
- Release of non-pay inflation not required (£700,000).
 - Projected over recovery Internal Resources Interest (£100,000).
 - Net additional turnover savings achieved, including early achievement of savings (£579,000).
 - Over Recovery of Planning Development Control Income (£165,000).

This has been offset in part by a projected overspend against the 2018/19 Pay Award allowance, an underrecovery of Refuse Collection trade waste income and an overspend in the Recycling contract due to additional costs incurred as a result of the main recycling contractor going into administration. The items above have been or will be factored into the 2019/20 Base Budget where appropriate.

- 2.3 From Appendix 1 it can be seen that all Service Committees are currently projecting underspends. The Health and Social Care Partnership is currently projecting an underspend, however, any resulting underspend will be retained by the Integration Joint Board.
- 2.4 Appendix 2 shows the latest position in respect of Earmarked Reserves, excluding those relating to Asset Plans and Funding Models. It can be seen that as at 31 January 2019 expenditure totalled £2.368 million which equates to 59.6% of the planned spend in 2018/19. It can also be seen from Appendix 2 that at 31 January 2019 actual expenditure is 21.07% behind phased budget. Write backs of £1.460 million were due to be considered as part of the 2019/20 Budget and these have been reflected in both appendix 2 and appendix 3.
- 2.5 Appendix 3 shows the latest position in respect of the General Fund Reserves and shows that the projected balance at 31 March 2019 is £7.159 million which is £3.359 million greater than the minimum recommended balance of £3.8 million.

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 notes that the use of any Free Reserves was due to 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 31 JANUARY 2019

- 5.1 It can be seen from Appendix 1 that as at 31 January 2019 the General Fund is projecting an underspend of £1.299 million which equates to 0.64% of the net General Revenue Fund Budget and is an increase of £258,000 from the previous report.
- 5.2 Appendix 1 shows that all Service Committees are currently projecting underspends.
- 5.3 In summary the main issues relating to the four Service Committees are as follows:-

Policy & Resources Committee – Projected underspend of £716,000 (3.82%) mainly due to release of non-pay inflation contingency not required and a projected over recovery of Internal Resources Interest. An element of the non-pay inflation and Internal Resources Interest underspends are planned to be factored into the 2019/20 Base Budget.

Environment & Regeneration – Projected underspend of £205,000 (0.91%) mainly due to a projected over recovery in industrial & commercial rent income, an underspend in Roads Client Maintenance costs and additional turnover savings projected offset by a projected shortfall of refuse collection trade waste income. In addition, the Committee is reporting an overspend of £130,000 within the Recycling contract arising from the main recycling contractor entering administration. This extra cost will be contained by the Committee in 2018/19.

Education & Communities - £180,000 (0.22%) projected underspend mainly due to additional turnover savings and a projected underspend within Teachers employee costs. This has been offset in part by an overspend within Libraries and Museums employee costs, a projected overspend on utility costs and a projected shortfall in library income and golf course income.

Health & Social Care – Projected underspend of £593,000 (1.23%) mainly due to a projected increase in turnover savings being achieved, a number of the vacancies were considered as part of the recent budget discussions or formed part of the decisions taken in March 2018. In addition, there are projected underspends in Client care packages within Learning Disability Services and Addiction Services both as a result of approved Service Reviews taken as part of the 2019/20 budget setting decisions and 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 31 January 2019 the Council has spent £2.368 million against a phased budget target of £3 million. This represents 21.07% behind the target phasing and spend equates to 59.6% 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. Write backs of £1.60 million of earmarked reserves were approved during 2018/19 which have been reflected in appendix 2.
- 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 £7.159 million which

is £3.359 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 and reflects write back of earmarked reserves proposed as part of the 2019/20 Budget.

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 31st Jan 2019

| 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 | 18,726 | 18,010 | (716) | (3.82%) |
| Environment & Regeneration | 20,521 | 22,561 | 22,356 | (205) | (0.91%) |
| Education & Communities (Note 1) | 90,235 | 80,967 | 80,787 | (180) | (0.22%) |
| Health & Social Care | 47,794 | 48,042 | 47,449 | (593) | (1.23%) |
| Committee Sub-Total | 178,024 | 170,296 | 168,602 | (1,694) | (0.99%) |
| 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 | 4,009 | 4,009 | 0 | 0.00% |
| Total Expenditure | 190,379 | 191,321 | 189,499 | (1,822) | (0.95%) |
| Financed By: | | | | | |
| General Revenue Grant/Non Domestic Rates | (160,030) | (160,972) | (160,972) | 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 | 593 | 593 | 100.00% |
| Net Expenditure | 0 | 0 | (1,229) | (1,229) | |

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 31 Jan 2019</u> | <u>Actual Spend To 31 Jan 2019</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 | 1,276 | 360 | 212 | (148) | 726 | 550 |
| Health & Social Care | 1,759 | 807 | 740 | (67) | 1,073 | 686 |
| Regeneration & Environment | 3,865 | 843 | 583 | (260) | 1,151 | 2,714 |
| Policy & Resources | 5,820 | 990 | 833 | (157) | 1,024 | 4,831 |
| | 12,720 | 3,000 | 2,368 | (632) | 3,974 | 8,781 |

| <u>2018/19 %age Spend Against Projected</u> | <u>2018/19 %age Over/(Under) Spend Against Phased Budget</u> |
|---|--|
| 29.20% | (41.11%) |
| 68.97% | (8.30%) |
| 50.65% | (30.84%) |
| 81.35% | (15.86%) |
| 59.59% | (21.07%) |

Actual Spend v Phased Budget Behind Phasing = (£632k) (21.07%)

Last Update (Period 8) Behind of Phasing (£283k)

Movement in slippage v Phasing £349k

Appendix 3

GENERAL FUND RESERVE POSITION
Position as at 31/01/19

| | <u>£000</u> | <u>£000</u> |
|--|-------------|--------------------|
| Balance 31/03/18 | | 13447 |
| Projected Surplus/(Deficit) 2018/19 | 1229 | |
| Contribution to/(from) General Fund Reserves Note 1 | <u>0</u> | |
| | | 1229 |
| Proposed Write back of Earmarked Reserves: | | |
| SEMP Model Balance | 200 | |
| Major Events | 195 | |
| Riverside Inverclyde | 350 | |
| VRP Balance | 100 | |
| CEF Energy Audit | 60 | |
| Traffic Management Studies | 30 | |
| Welfare Reform Operational | 80 | |
| Budget Development | 25 | |
| Contingency | 80 | |
| GDPR | 75 | |
| Microsoft Licensing | <u>265</u> | |
| | | 1460 |
| Refund from Mortgage Guarantee Reserve | | 50 |
| Approved Use of Free Reserves (March 2018) Note 2 | | (8858) |
| Approved Use of Free Reserves (January 2019) | | (169) |
| Projected Unallocated Balance 31/03/19 | | <u><u>7159</u></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 |
| I Youth Zones | 186 |
| Anti- Poverty Fund | 200 |
| Community Fund | 215 |
| Major Events 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><u>8858</u></u> |

| | | | |
|-------------------------|---|--------------------|------------------------|
| Report To: | Policy & Resources Committee | Date: | 26 March,2019 |
| Report By: | Chief Financial Officer | Report No: | FIN/33/19/AP/FM |
| Contact Officer: | Alan Puckrin | Contact No: | 01475 712223 |
| Subject: | Welfare Reform Update | | |

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Committee regarding the latest developments in relation to Welfare Reform.

2.0 SUMMARY

- 2.1 There are 5,840 UC claimants in Inverclyde as of January 2019 (Appendix1). There are further updates contained in the body of the report about Managed Migration, the two child limit and Severe Disability Premium.
- 2.2 Both DHP and SWF continue to project overspends against the resources allocated by the Scottish Government. For 2018/19 these are expected to be met from existing earmarked reserves.
- 2.3 The impact of Universal Credit on rent arrears and evictions for non-payment of rent and how this is being managed by Registered Social Landlords (RSL) was reported to the Committee in spring 2018. An update on action being taken to manage the situation is included in section 7 whilst detailed figures for individual RSLs are included as a private paper in Appendix 4.
- 2.4 Inverclyde Financial Inclusion Partnership have met with the East Renfrewshire Citizen Advice Bureau, who will be delivering a Help to Claim service for Universal Credit claimants in the Inverclyde area and also a Financial Health Check service as part of a national campaign being run by the Scottish Government. There will be one full-time staff member to deliver the Universal Support in Inverclyde and a 0.5 full-time equivalent staff member to carry out the Financial Health Checks. East Renfrewshire CAB are looking to co-locate their staff members in libraries, the Job Centre and other Financial Inclusion Partners' premises as a means of delivering both services.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the latest update regarding the impact of Welfare Reform within Inverclyde.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The Committee has agreed to receive an update each Committee cycle on the developments, impacts and action taken by the Council in respect of the significant changes to Welfare Reform.
- 4.2 Inverclyde was selected as one of the first areas in Scotland to implement Universal Credit. Whilst changes have been made by the DWP to the UC process based on practical experience of the impact on individuals, there continues to be significant demand on Council and partner services. Updates on various aspects of the Council's response are included in the report.
- 4.3 The Committee has created two earmarked reserves to fund initiatives/budget pressures arising from Welfare Reform. The largest is the Anti-Poverty Fund which is spent on initiatives to directly mitigate the impacts whilst the Operational Welfare Reforms Reserve is used to provide temporary resources and one off systems change costs for the Revenues & Customer Services team.

5.0 UNIVERSAL CREDIT

- 5.1 There are 5,840 UC claimants in Inverclyde as of January 2019 (Appendix1). The impact of Universal Credit on rent arrears and evictions for non-payment of rent and how this is being managed by Registered Social Landlords (RSL) was reported to the Committee in spring 2018. Officers returned to the RSLs to compare the position 12 months later. Appendix 4 details arrears at an RSL level in the agenda's private papers and section 7 of this report gives some insight and observations about the relationship between UC, rent arrears and evictions.
- 5.2 DWP has released further information about the Managed Migration programme. Subject to parliamentary approval, powers have been sought to conduct a pilot phase of Managed Migration, to track no more than 10,000 claimants through the process. The government has said that the goal of the pilot is to learn as much as possible and to increase numbers as slowly as necessary, and with safeguards throughout the process. There is a commitment to finding those who will need support and to help them through the process, including home visits where necessary. This will give an indication of the size of the support requirement which will be key information for any future scaling. DWP will work with partners to ensure they reach people who might otherwise be missed, and the further development of these delivery relationships is a major aspect of this phase of the programme. Managed Migration in large numbers is scheduled to begin no sooner than late 2020.
- 5.3 Legislation was passed in January 2019 to prevent those individuals who live alone with substantial care needs and who receive the Severe Disability Premium from moving on to Universal Credit. These claimants will continue to claim legacy benefits until being moved to Universal Credit during the managed migration process when they will qualify for transitional protection. In the region of 500,000 people are expected to be protected by as much as £4,100 each year. An announcement of measures to compensate people who previously got the Severe Disability Premium and have already been moved to Universal Credit is expected.
- 5.4 An element of legislation limiting support for families on Universal Credit to two children has been reversed. Families with three or more children who make a new claim for Universal Credit will be entitled to benefit for each child born before 6 April 2017. This is expected to help around 15,000 families by up to £2,700 for each extra child. Additional child elements for a child born on or after 6 April 2017 will not be given if there are already two or more child elements in the payment.
- 5.5 Scottish Government (SG) officers continue to work with DWP to deliver the devolved powers within UC. Work is underway but is expected to take some time for the SSSC or Bedroom Tax to be removed. In the meantime mitigation through DHP continues to be administered by Councils. SG and DWP are also in the process of establishing what is viable within DWP's systems to deliver the policy of splitting UC payments between 2 members of a couple. Scottish Government officers continue to raise concerns with the DWP about the impact of the working age welfare benefits freeze in place since 2015, the Benefits Cap and the absence of information about who is affected by the cap.

6.0 OTHER MATTERS

6.1 Devolved Social Security

Regulations have been laid for two new Scottish benefits. Best Start Grant School Age payments which will open for applications on 3 June 2019 will see eligible families receive £250 to help with the costs of preparing for school.

Funeral Expense Assistance will replace the current DWP Funeral Payment in Scotland from summer 2019 with around 40% more people being eligible to apply.

Inverclyde's Local Delivery Relationship Lead continues to make links with local services to prepare for the launch and take up of the new benefits. Recruitment to establish a local team in each council area began in February 2019 starting with 32 Client Support team leaders which will be followed by a further 68 support workers later in the year. Once fully operational, there will be approximately 400 posts in place across Scotland delivering a face to face service for those who need it most in their communities

6.2 DHP

Appendix 2 shows that £1,027,393 in Discretionary Housing Payments has been awarded or has been committed to be paid to those whose Housing Benefit or Universal Credit had been reduced by the SSSC. Those coping with financial hardship for other reasons including those in temporary accommodation have been assisted by DHP amounting to £157,287. This exceeds the Scottish Government allocation of £120,000 by £37,000 which will be scored against a carried forward earmarked reserve at the year end.

6.3 Scottish Welfare Fund

Appendix 3 shows that expenditure on the Scottish Welfare Fund (SWF) to 31 January 2019 was £636,000, exceeding the phasing of the Scottish Government programme funding by 14%. Demand on the SWF budget is expected to continue at around this rate meaning 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.

7.0 UNIVERSAL CREDIT: RENT ARREARS AND EVICTIONS

- 7.1 The impact of Universal Credit on rent arrears and how this is being managed by Registered Social Landlords was reported to the Committee in spring 2018. Officers returned to the RSLs to compare the position 12 months later. Appendix 4 details arrears at an RSL level in the agenda's private papers.
- 7.2 RSLs, Jobcentre Plus, Legal Services Agency and Advice Services offer support and take whatever action is needed to resolve customers' UC problems to avoid eviction action commencing. There is a shared view that it is not possible to say that UC is solely responsible for an eviction. There are however aspects of the operation of UC that makes it more likely that difficulties will arise which increase the chances of an eviction. A combination of factors; historical arrears, the tenant refusing help and mismanagement of UC housing cost payments bring new challenges for landlords collecting rent payments. There is not enough evidence to distinguish if non-payment of rent is down to a voluntary decision by tenants or because of hardship or struggling to pay rent due to the new UC arrangements, particularly for those who have experienced a financial detriment in their entitlement.
- 7.3 There is evidence of private sector tenants seeking advice from local advice services when landlords have started eviction proceedings due to problems associated with UC. Services have been able to liaise with the landlords explaining matters outwith the tenant's control and then going on to support the tenant resolve the issue.

- 7.4 There are number of reasons why some UC claimants have struggled to maintain their rent payments. The working age benefits freeze in place since 2015/16 means a real terms decrease in the value of welfare benefits and is compounded by prices for some basic essentials, which people on low incomes typically spend a larger proportion of their incomes on, rising even faster. Tenants with several children have been affected by the benefit cap, again reducing household income. The report by the Resolution Foundation: "Back in Credit? Universal Credit after Budget 2018" says that among working families with children, 1.5 million are expected to be better off under UC matching the number expected to be worse off.
- 7.5 A further consideration is the aspect of the payment of help with housing costs in UC not being a separate protected benefit. Housing Benefit is paid separately from other elements of welfare support with recovery of debt and issues with the other legacy benefits being unlikely to impact a claimant's rent. In these circumstances, help is available for living expenses by way of crisis grants, help from a food bank or other temporary solutions until any issues with other benefits are resolved. Under UC, which starts with one global payment for personal allowances as well as housing costs, deductions are taken from the entitlement meaning the amount left for rent can be reduced. Legal Services Agency refers clients to benefits advisers to try to negotiate with DWP a reduction in the deductions to leave enough to cover housing costs.
- 7.6 Finally, there is evidence of tenants who have accrued large rent arrears during the changeover period from other benefits to a new UC claim, as they have not realised that there is limited provision for backdate or have not thought to apply while for example other benefit appeal matters were outstanding.
- 7.7 Housing Associations introduced new arrears and legal action policies to prepare for the introduction of Universal Credit. The policies do not differentiate between UC claimants and those who are not on the benefit. LSA acknowledge that UC has not directly caused evictions but believe there are some aspects of UC which make it difficult for tenants to manage their rent and re-payment of arrears and so always highlight these difficulties to the court when defending eviction action.

8.0 FINANCIAL ADVICE AND SUPPORT UPDATE

8.1 Financial Advice & Support

In February 2019 Inverclyde Financial Inclusion Partnership met with the East Renfrewshire Citizen Advice Bureau, who will be delivering a Help to Claim service for Universal Credit claimants in the Inverclyde area and also a Financial Health Check service as part of a national campaign being run by the Scottish Government.

There will be one full-time staff member to deliver the Universal Support in Inverclyde and a 0.5 full-time equivalent staff member to carry out the Financial Health Checks. East Renfrewshire CAB are looking to co-locate their staff members in libraries, the Job Centre and other Financial Inclusion Partners' premises as a means of delivering both services.

They are also happy to enter into service level agreements with FIP partners to facilitate clients being referred to them and also to allow them to refer clients to other Financial Inclusion Partners for services they cannot provide.

Digital Money Advice Project

The Inverclyde Council Digital Money Advice Project is currently funded through enhanced funding provided by the Scottish Legal Aid Board as a pilot project until 31 March 2019. The objective of the pilot project was to pilot webchat and the use of other online resources as a means of delivering money advice online and to look at how digital advice could be utilised to help channel shift clients from face to face to digital and telephone to digital. No other local authority in Scotland had previously used online chat as a means of delivering money advice.

- There have been over 167 online chats with service users from 1 September 2018 to 31 January 2019 online and 22 offline requests.

- The Digital Money Adviser has taken on taken on 23 clients as cases, dealing with £75,413.28 in debt.
- Twenty-two of the clients have been in employment; although only one has been a home owner. Although not all data is available yet, at least 40% have had incomes of less than £20,000.
- 65% have been male.
- 78% have been in a single household.

The Consumer and Competition Policy Unit of the Scottish Government is currently considering an application to continue the funding for 2019/20.

8.2 I:DEAS (Inverclyde Delivering Effective Advice & Support)

The I:DEAS programme continues to deliver comprehensive and bespoke financial inclusion and capability support to those who are eligible through the six external and two internal partners sub-contracted to the service.

Since the last report, the service conducted a full review and has successfully negotiated multiple changes with the European Social Fund and The Big Lottery Fund (operating as the National Lottery Community Fund) which include:

- A substantial reduction on Key Performance Indicators.
- Revised Funding Model.
- Redistribution of funds in order to create an I:DEAS Support Post.

These amendments have been agreed due to the wealth of evidence provided by I:DEAS to show that the services can be very successful but only when there is increased support, intensive household assistance and maintained contact with those eligible in a multi-disciplinary way. Contract compliance continues to be extremely stringent and this is one reason why a member of Support Staff will benefit the programme. These changes have been agreed within the parameters of the original bid.

Financially, The Big Lottery Fund agreed to release part of their funds to cover costs each service had incurred in the first year of operation. The funding model continues to be outcome based however has been streamlined and both of these changes reduce the financial risk on all partners. To date the I:DEAS programme has registered 325 people and no cases have been closed due to no contact with the participant, despite them frequently being hard to reach. The work of the combined I:DEAS Team continues to be successful in gaining positive outcomes, increasing people's financial capacity and improving social inclusion of those who have had debt removed as a barrier.

9.0 IMPLICATIONS

9.1 Finance

There remains approximately £0.7million unallocated from the Anti-Poverty Fund. Officers are working on the Child Poverty Plan and this is expected to generate proposals to utilise a large element of this whilst a further proposal in improving access to ICT in the community is being progressed by ICT & CLD.

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 legal implications arising from this report other than those already highlighted.

9.3 Human Resources

There are no HR implications arising from this report.

9.4 Equalities

Has an Equality Impact Assessment been carried out?

Yes See attached appendix

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

9.5 Repopulation

By mitigating some of the impacts arising from Welfare Reforms then this will help retain people in the area and support the repopulation agenda.

10.0 LIST OF BACKGROUND PAPERS

10.1 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 | 5640 | 33% | 2647 | 156 |
| Oct-18 | 5718 | 33% | 2657 | 127 |
| Nov-18 | 5804 | 34% | 2690 | 172 |
| Dec-18 | 5753 | 35% | 2725 | 118 |
| Jan-19 | 5840 | 31% | 2800 | 198 |

Notes

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

Discretionary Housing Payments
Position 31.01.19

| | | |
|-----------------------------------|---------------|--------|
| <u>1/ SSSC (Bedroom Tax)</u> | | |
| Applications Approved | 1636 | 93.65% |
| Applications Not Eligible/Refused | 78 | 4.46% |
| Applications Being Assessed | 33 | 1.89% |
| | <u>1747</u> | |
| | <u>£000</u> | |
| Paid to Date | 1027393 | Note 1 |
| 2018/19 Budget | <u>951776</u> | Note 2 |
| (Under)/Overspend | <u>75617</u> | |
| <u>2/ Other DHP Cases</u> | | |
| | <u>£000</u> | |
| 2017/18 Budget | 120152 | Note 3 |
| less : Payments to 31/01/19 | <u>157287</u> | Note 4 |
| (Under)/Overspend | <u>37135</u> | |

Notes

- 1/ Represents 99.09% 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 £20k Benefit Cap, £70k Temporary Accommodation

Finance Services
31/01/2019

Scottish Welfare Fund
31st January 2019

| | | | |
|--|--------------|---------------|--------------|
| Calls Answered | 9954 | | |
| Applications | 5223 | | |
| Applications Granted | 3143 | 60.18% | |
| Applications Refused | 1045 | 20.01% | Note 3 |
| Applications Withdrawn | 967 | 18.51% | |
| In Progress | 68 | 1.30% | |
| Referrals to DWP | 212 | | Note 2 |
| | <u>Spend</u> | <u>Budget</u> | <u>Spend</u> |
| | <u>£000</u> | <u>£000</u> | <u>%</u> |
| Crisis Grant paid (2324) | 216 | 254 | 85.04% |
| Community Care Grants paid (857) (includes 38 applications paying both CCG & CG) | 420 | 517 | 81.24% |
| | <hr/> | <hr/> | |
| | 636 | 771 | 82.49% |

Note 1 1st Tier Reviews waiting decision = 0
 1st Tier Review decisions = 70 (1.67%)
 1st Tier Reviews upheld in customer favour = 35 (50.00%)
 2nd Tier Reviews = 6 (as % of 1st tier decisions: (8.57%)
 2nd Tier Reviews upheld in customers favour by SPSO = 2 (33.33%) 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.

| | | | |
|-------------------------|---|--------------------|--------------------------|
| Report To: | Policy & Resources Committee | Date: | 26 March 2019 |
| Report By: | Chief Financial Officer | Report No: | FIN/36/19/AP/AMcD |
| Contact Officer: | Allan McDonald | Contact No: | 01475 712098 |
| Subject: | ICT Services Performance Update | | |

1.0 PURPOSE

- 1.1 On 20 June 2017 the Committee approved the Council's Digital and ICT Strategies for 2017 – 2020. This report includes updates on the Digital and ICT Strategies, performance and Channel Shift statistics, details of the Council's PC Refresh programme and information on a number of upgrade projects being implemented by ICT and the wider Finance Service.

2.0 SUMMARY

- 2.1 Updates to the action plans for the Digital and ICT Strategies can be found at Appendices 1 and 2. The Committee will note delays in two channel shift projects due to issues related to suppliers.
- 2.2 The Council continues to look towards new and distinct methods of allowing customers to interact with the Council's Services. The Committee will note encouraging usage statistics for the use of the MyInverclyde Noticeboard website.
- 2.3 The Servicedesk has maintained service improvements in the final quarter of 2018 as shown in Appendix 3. There remains a challenge to ensure that this is maintained in light of on-going and increasing resource pressures.
- 2.4 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 invested £0.3 million in replacing over 830 laptop devices across all areas of the Primary, Secondary and ASN School Estate.
- 2.5 A comprehensive review of wireless provision with the Corporate Campus around Greenock Municipal Buildings developed a programme to upgrade and enhance coverage in the corporate campus with the project approved by the Committee and work nearing completion. 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.
- 2.6 A project to migrate the Council's BACS transfer application to a cloud based payments processing system has been implemented. This will improve security and resilience. An update to the current Financial Management System will provide for full optical character recognition (OCR) of invoices and the implementation of e-payments and Purchase to Pay (P2P) for suppliers.
- 2.7 The Council has completed the Key Actions of the Scottish Government Public Sector Cyber Resilience Action Plan.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the Performance Statistics Report and Action Plan updates for the Digital and ICT Strategies.
- 3.2 It is recommended that the Committee notes the progress on the upgrade to Wireless Provision within the Corporate Campus.
- 3.3 It is recommended that the Committee notes the projects to implement upgrades to the BACS Banking System and the introduction of an eProcurement/Purchase to Pay module within the Financial Management System.
- 3.4 It is recommended that the Committee notes the successful conclusion and compliance with the Cyber Resilience Plus and PSN Accreditation processes.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The Council runs a small and cost effective ICT service which provides support across ICT hardware, software and security. The parameters for this support and how users operate the system are supported by a number of ICT policies which are considered and approved by the Policy & Resources Committee.
- 4.2 ICT Services provides 5 main functions as part of its overall service:
- Servicedesk – Incident Response and Service request
 - Server and System Support
 - Network and Telecommunications
 - Application Support and Development
 - Project Management
- 4.3 The service provides support from 08:40 – 17:00 (16:30 Friday) and continues to deliver a highly efficient and cost effective service. The service is consistently benchmarked as one of the lowest spending services per customer/device of all 32 local authorities.
- 4.4 On 20 June 2017 the Committee approved the Council's Digital and ICT Strategies for 2017 – 2020.

5.0 STRATEGY UPDATES

- 5.1 The Digital Strategy highlights the increase in the use of digital media and services in the everyday lives of the public and the need for the Council to continue to develop its services to ensure that they can be accessed and delivered in the manner which the public expect. It recognises that there are a sizable number of customers within Inverclyde who make limited or no use of digital services and will continue to interact with the Council on a face to face basis or by telephone.
- 5.2 Encouraging usage statistics for the MyInverclyde Noticeboard website is noted. The introduction of the Winter Weather panel, showing Gritting and Plough Routes and the location of Grit Bins was implemented prior to the onset of the cold spells in December and January.
- 5.3 ICT are continuing to develop relevant statistical information monitoring the progress towards different deliver channels and uptake of digital service.
- 5.4 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. It highlights delays in two key projects due to system integration and supplier issues.
- 5.5 As reported in more detail in the Capital Update reported to the Committee, 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 was identified as the priority for this refresh programme. The Council invested £300k in replacing over 830 laptop devices across all areas of the Primary, Secondary and ASN School Estate.
- 5.6 ICT Services investigated the current condition of corporate wireless infrastructure across the campus of Greenock Municipal Buildings and associated offices and are currently implementing a project to upgrade the core infrastructure and provide comprehensive wireless coverage across all of the Greenock Municipal Buildings Campus. To date full Wi-Fi coverage has been installed in James Watt House, Drummers Close, Hector McNeil House and Wallace Place. Full deployment in Greenock Municipal Buildings is expected to be completed by April 2019.

- 5.7 A programme to migrate the Council's BACS transfer application to a cloud based payments processing system has been implemented. The current supplier of BACS system – Bottomline Technologies - has been engaged to provide the new service to enhance BACS security and improve resilience.
- 5.8 The adoption and corporate use of an e-Procurement for Purchase to Pay Transactions, Tendering and Contracts Planning is one of the key objectives within Inverclyde Council's Procurement Strategy. ICT and Finance Services have been working with procurement colleagues to evaluate and procure an appropriate system. The Council has come to a negotiated solution with TotalMobile, the suppliers of the current Financial Management System, to provide an add-on to the current system that will allow for full optical character recognition (OCR) of invoices and the implementation of e-payments for suppliers.
- 5.9 The Scottish Government Public Sector Cyber Resilience Action Plan was introduced in December 2017. The Council committed to implement and support the plan and the key actions that the Scottish Government, public bodies and key partners will take up to the end of 2018 to further enhance cyber resilience in Scotland's public sector. It recognises the strong foundations in place and aims to ensure that Scotland's public bodies work towards becoming exemplars in respect of cyber resilience.
- 5.10 The Council completed its requirements to meet all Key Actions by becoming Cyber Essential Plus accredited and by successfully completing the Public Sector Network Code of Connection process by December 2018.

6.0 OPERATIONAL PERFORMANCE

- 6.1 Despite ongoing resource pressures, the ICT Service increased service level targets in 2017/18. Appendices 2 and 3 show performance across a range of targets:
- Servicedesk Incidents
 - Servicedesk Service Requests
 - Internet and Web Access
 - Email
 - PC Refresh
- 6.2 The Servicedesk continues to recover from service and resource issues experienced in the summer of 2018. Recent improvements have resulted in Incident Response levels being maintained across the final quarter of 2018. 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. To address this an extra temporary Service Desk post has been recruited. The majority of the day to day work that the servicedesk undertakes is in the Schools. With an increasing emphasis on the use of technology in the classroom ICT works closely with QIO colleagues in Education Services to ensure that the service delivers in line with educational priorities.
- 6.3 A project to improve and expand Wi-Fi provision with the schools estate was agreed at the Education and Communities Committee 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. The Committee is requested to note that the provision of Wi-Fi access and BYOD will be expanded to cover the full Schools and Education estate, including Early Years establishments as requested.

7.0 IMPLICATIONS

7.1 Finance

Financial Implications:

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 | Wi-Fi | 2018/19 | 20 | | |
| Digital Strategy EMR | OCR | 2019/20 | 25 | | Revenue costs to be contained by Service. |

Annually Recurring Costs/ (Savings)

| Cost Centre | Budget Heading | With Effect from | Annual Net Impact £000 | Virement From (If Applicable) | Other Comments |
|-------------|----------------------|------------------|---------------------------|-------------------------------|---|
| Finance | Software Maintenance | 2019/20 | 11 | | Cost of OCR and new BACs solution to be contained by the Service. |

7.2 Legal

There are no legal implications arising from this report.

7.3 Human Resources

There are no HR implications arising from this report.

7.4 Equalities

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

7.5 Repopulation

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

8.0 CONSULTATIONS

8.1 There have been no consultations required for this report.

9.0 BACKGROUND PAPERS

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

Appendix 1 – Digital Strategy Action Plan Update March 2019

| 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 | ICT Service Manager | Business case approved March 2018 and implementation is under way. Core system upgrade applied. Issue identified with integration between Kana and Uniform System. Requirement to resolve prior to “go-live” of any new services. Work being completed in tandem with upgrade process. | Integration issue to be resolved. |
| | | | Allow Council Tax administration via the Council website - Business case for implementation has been agreed. | Oct 18 | Revenues & Customer Services Manager | Initial implementation complete – QA testing by service identified issues that prevented implementation. Update expected from supplier to allow testing by Service in April/May 19 for subsequent implementation. | Awaiting update from vendors |
| | | | Revise the range of Services available via Inverclyde on-line app | Jan 18 | ICT Service Manager | Review completed and working group established | Complete |
| | | | Conduct targeted citizen surveys – design services the way citizens want them to be delivered. | Dec 17 | CSC Team Leader | CSC Survey complete, results being analysed. | 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 identified by Services | Complete |
| | | | Review physical infrastructure – building layouts. | | Corporate Director ERR | Review of recently refurbished buildings part of Directorate Change Board. Campus Space Study to report May 2019. | 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 | 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 |
| | 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. | Complete |
| | | | | April 2019 | | Ongoing engagement to identify and produce extended reports being overseen by Channel Shift Group New SPI proposed from 2019/20. | Ongoing |

| 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 ongoing. Initial discussions regarding potential UFIS/Uniform integration with Kana No requests 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 Now May 2019 | Community Service Manager ICT Service Manager | Audit of current estate (including partners) completed. Survey of Service Users completed – project development meeting arranged. Proposals to be presented to May 2019 P&R Committee. | Ongoing |

Appendix 2 – ICT Strategy Action Plan Update March 2019

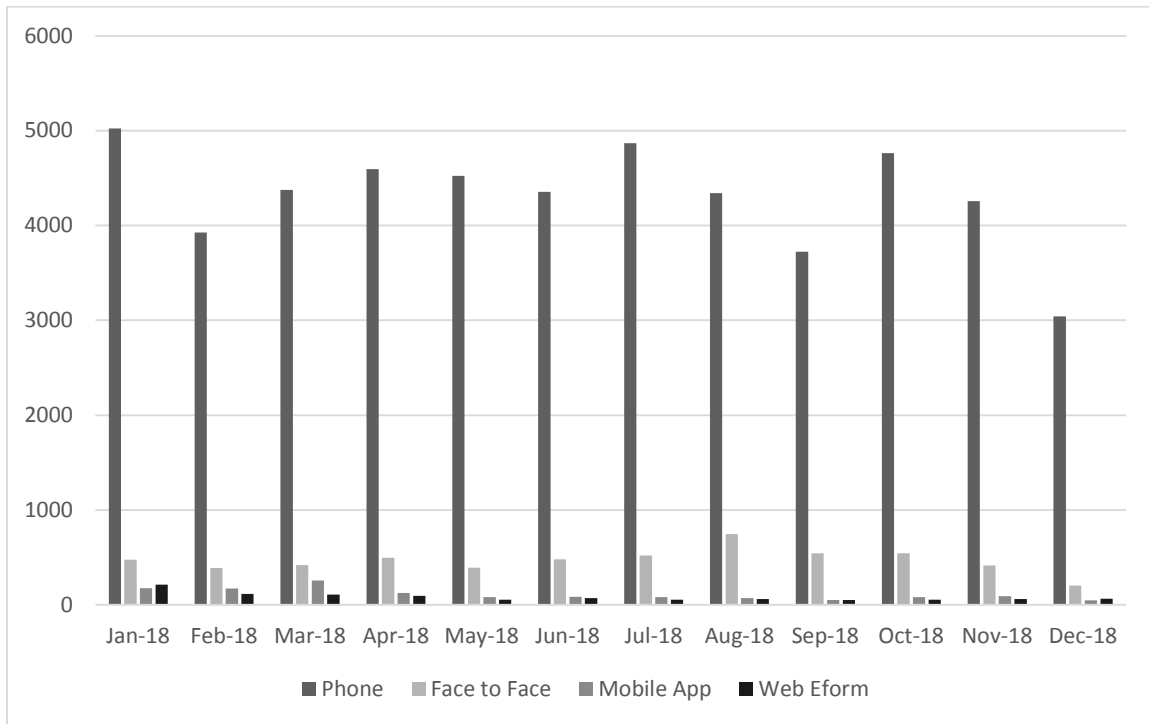
| Action | | Milestones | Success Criteria | Target Date | Update | Status |
|----------------------|-------------------------------|--|---|----------------|---|----------|
| Service Provision | Continuous Improvement | Review and publish updated SLA Targets | New SLAs agreed and then met. | From June 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 | Complete |

| Action | | Milestones | Success Criteria | Target Date | Update | Status |
|--|---|--|--|--|--|--------------------------------|
| Core Systems | Review Core Systems | <p>Engage with services to review Core Systems.</p> <p>Complete a full Strengths, Weaknesses, Opportunities and Threat (SWOT) review of all core systems</p> <p>Determine if each identified system still provides best value and appropriate functionality.</p> <p>Develop plans for retirement or replacement of existing systems which are no longer sustainable and integrating their functions into other existing Council solutions. Subject to appropriate cost/benefit analysis.</p> | Council Systems are robust, provide best value and appropriate functionality. | <p>April 2018</p> <p>March 2019 (for decision)</p> | <p>Key review process identified and supporting processes developed. ICT working in partnership with HSCP to identify suitable replacement for SWIFT. Options being considered by CMT/HSCP.</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. Extension agreed to March 2022. Next review December 2019.</p> | <p>Ongoing</p> <p>Complete</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 | Complete |
| | 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 | Initial information gathering commenced. | On Track |

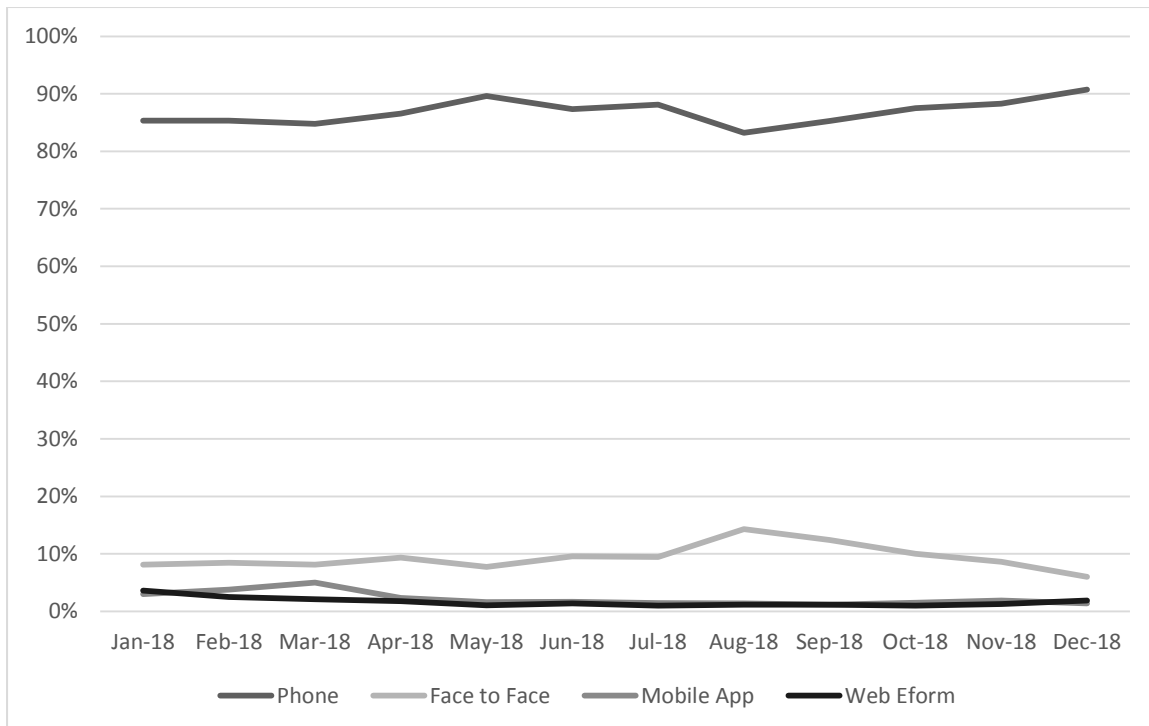
Appendix 3 – Performance Statistics – 31st December 2018

Section 1 – Channel Shift

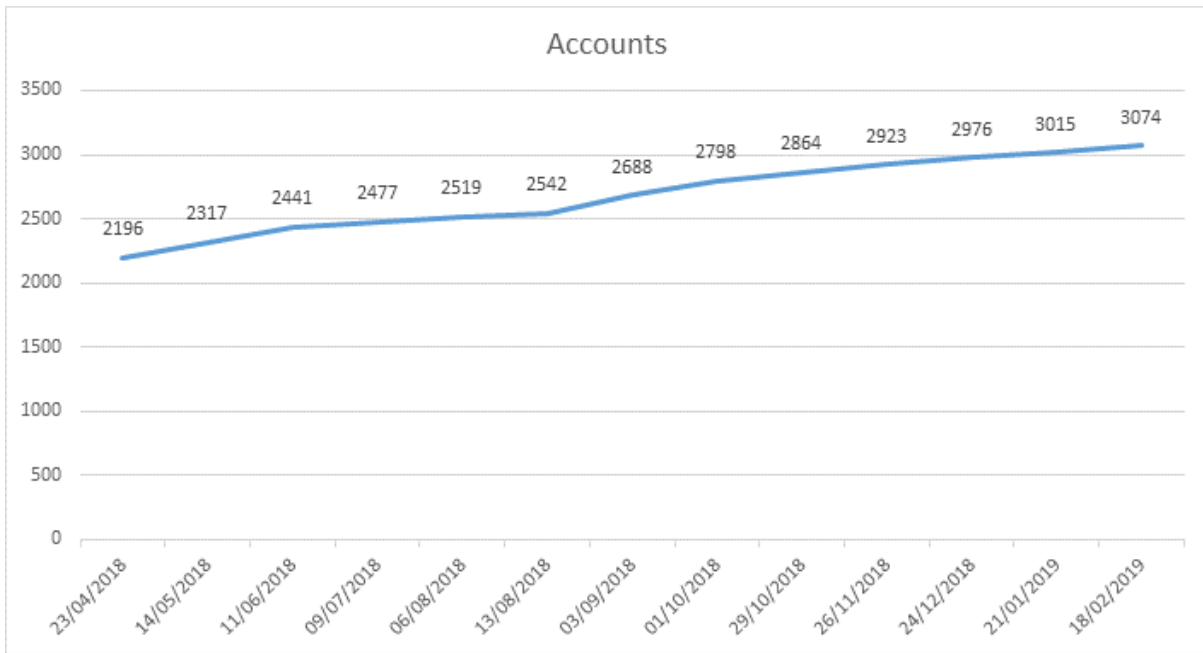
1.1 Customer Services System - Total Number of Requests by Channel



1.2 Customer Services System - Percentage of Requests by Channel Trend



1.3 Inverclyde My Accounts - Trend

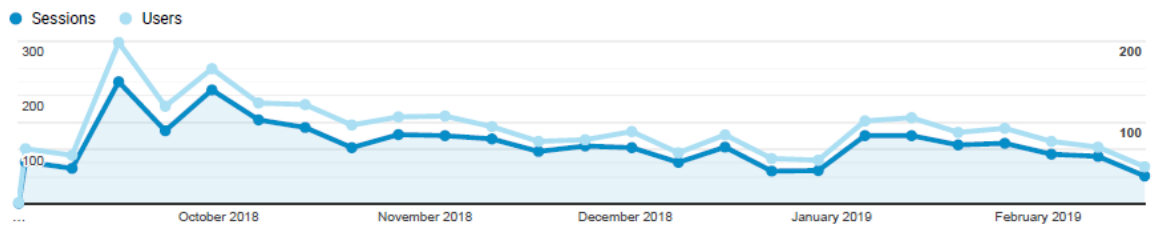


Currently ParentPay is the only requirement for MyAccount presently, online Council Tax, the Civic eStore and Customer service accounts will be reported as accounts are created.

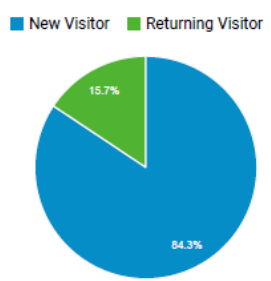
1.4 MyInverclyde Noticeboard Visitor Statistics

All Users
100.00% Users
Sep 1, 2018 - Feb 20, 2019

Overview



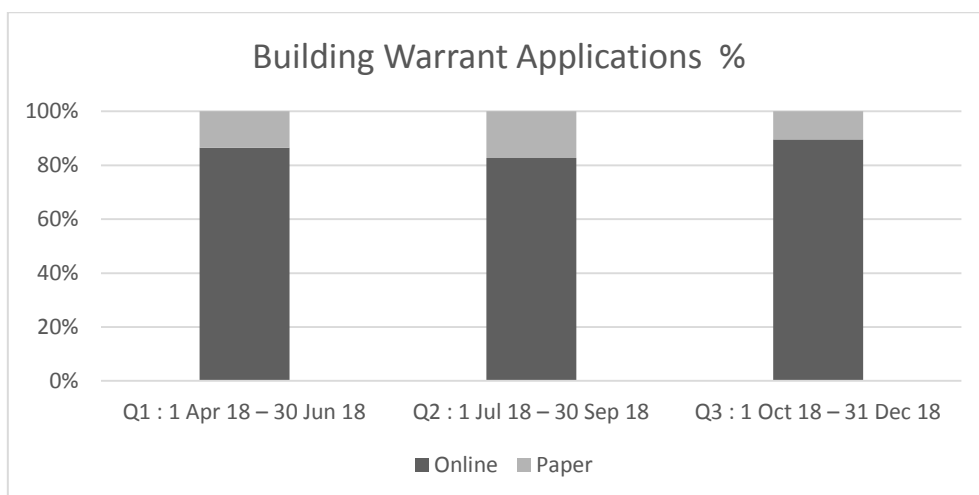
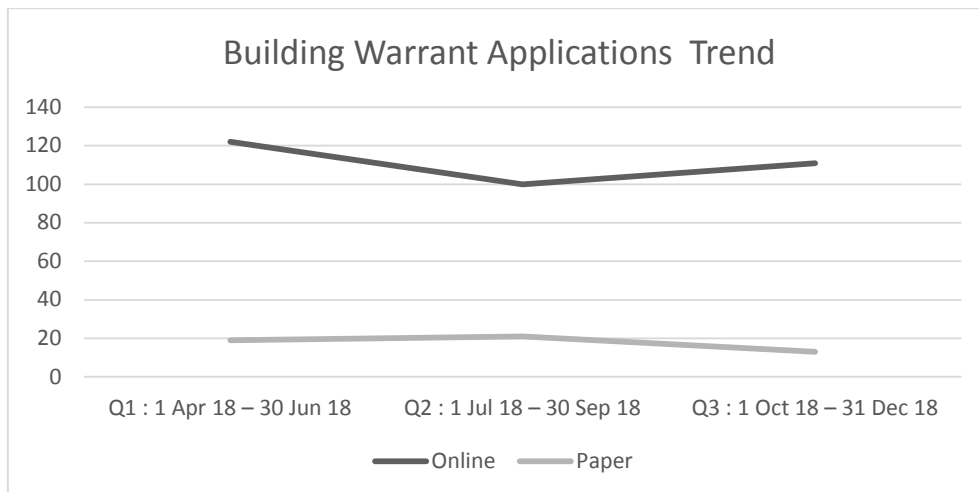
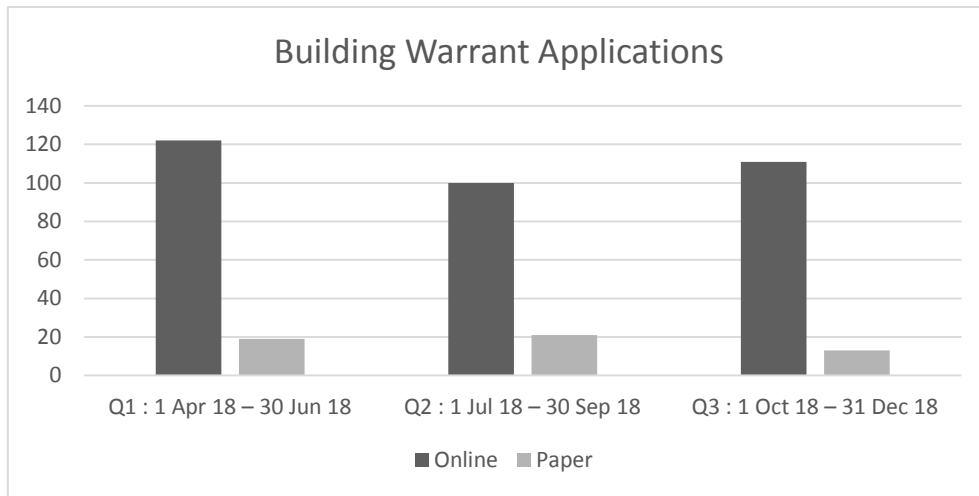
| | | |
|--|------------------------------|--------------------------------|
| Users 2,013 | New Users 1,985 | Sessions 2,808 |
| Number of Sessions per User 1.39 | Pageviews 4,298 | Pages / Session 1.53 |
| Avg. Session Duration 00:01:43 | Bounce Rate 76.99% | |



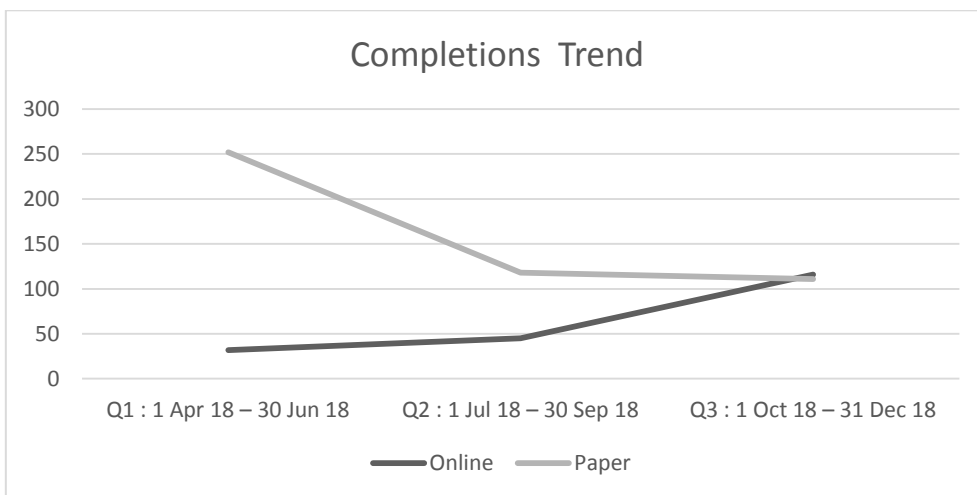
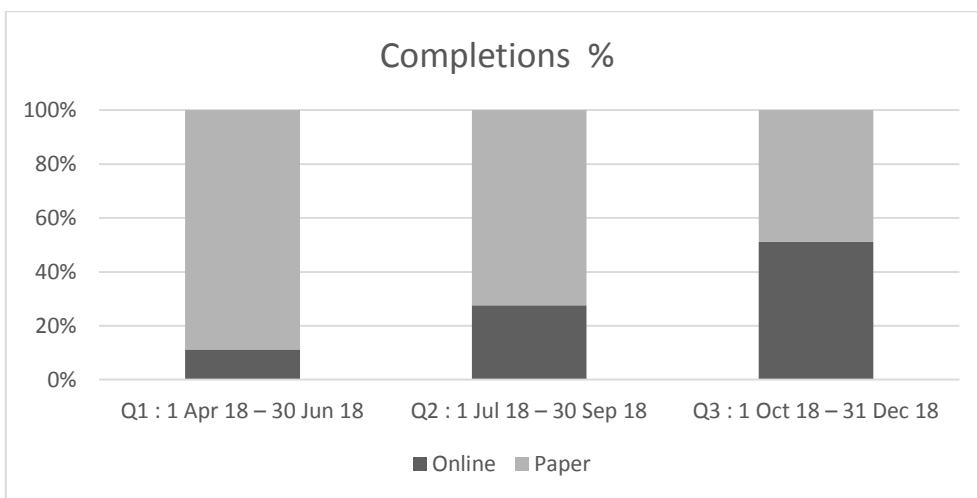
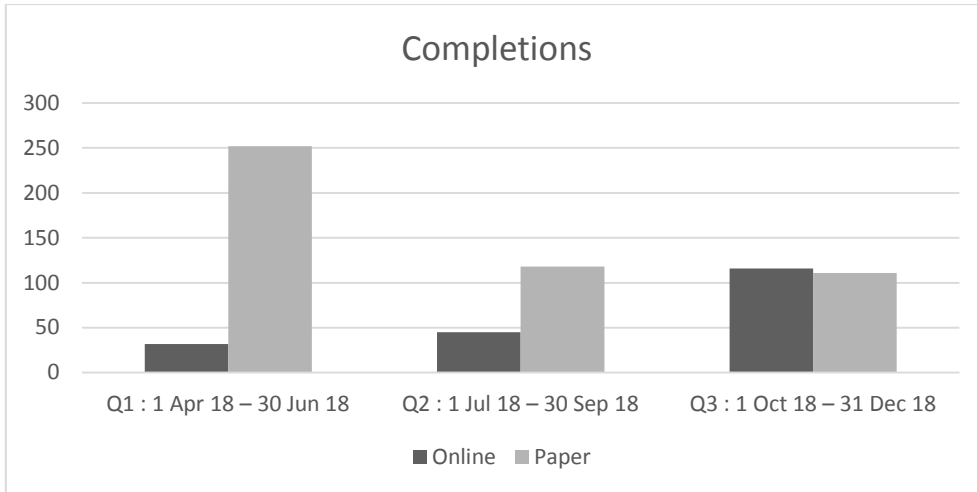
1.5 – Online Planning and building Standards

Building Standards

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



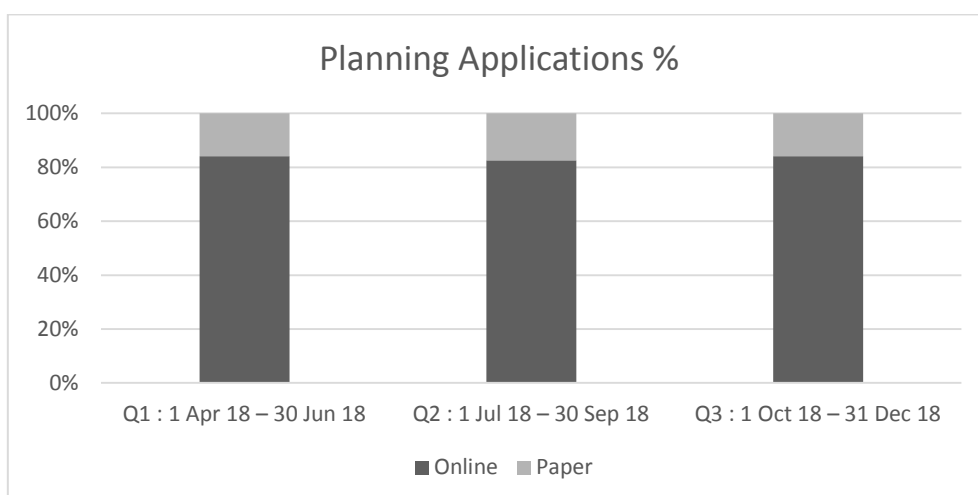
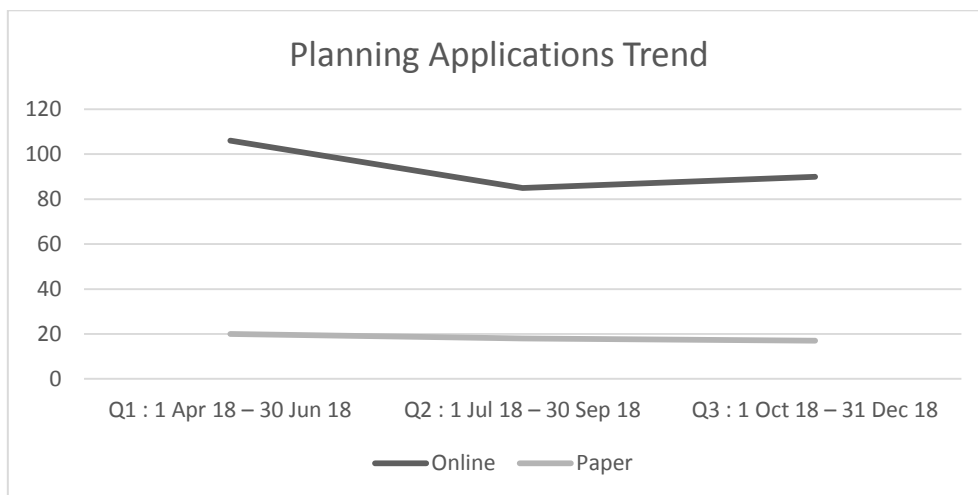
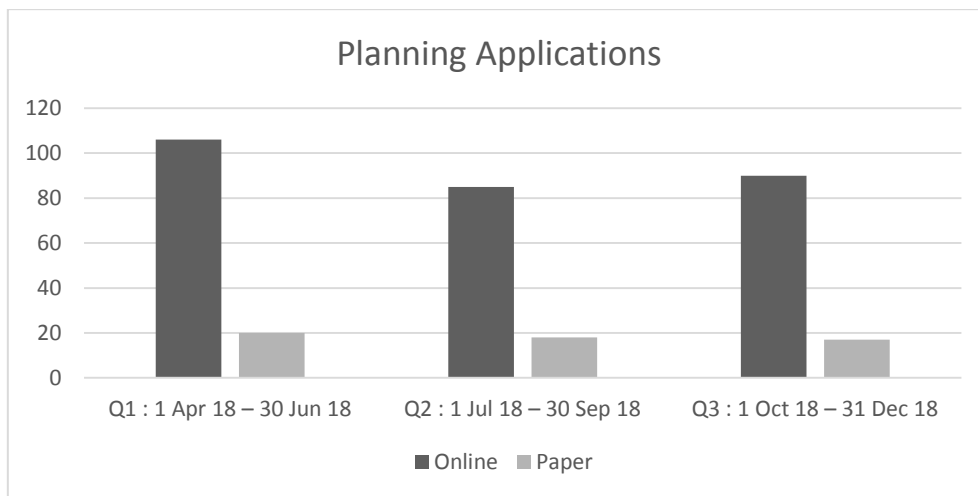
Completions (Inc. Completion, Temporary, Late Completion)



**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.*

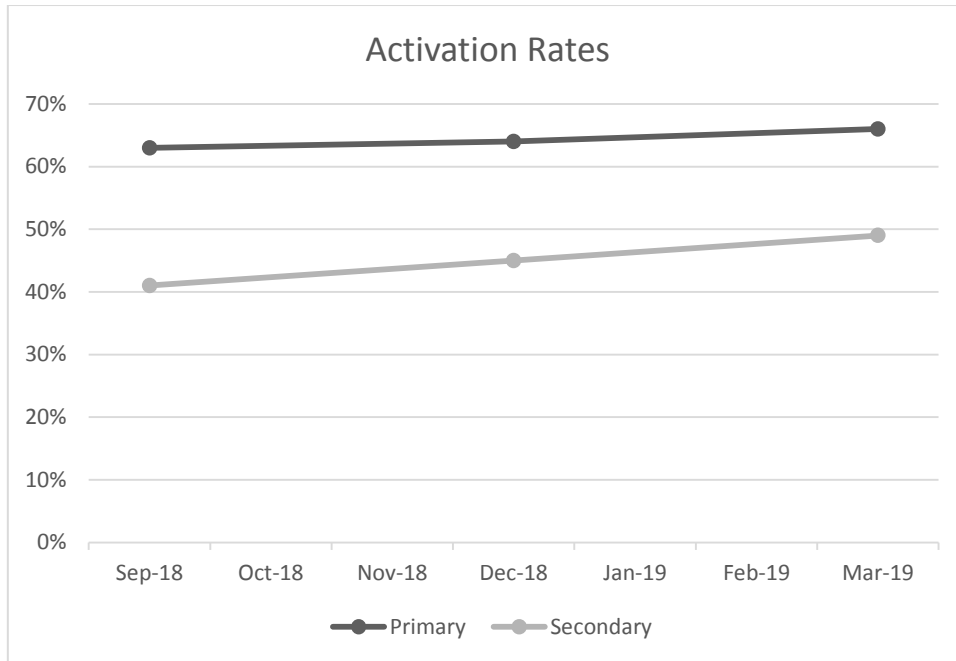
Planning

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

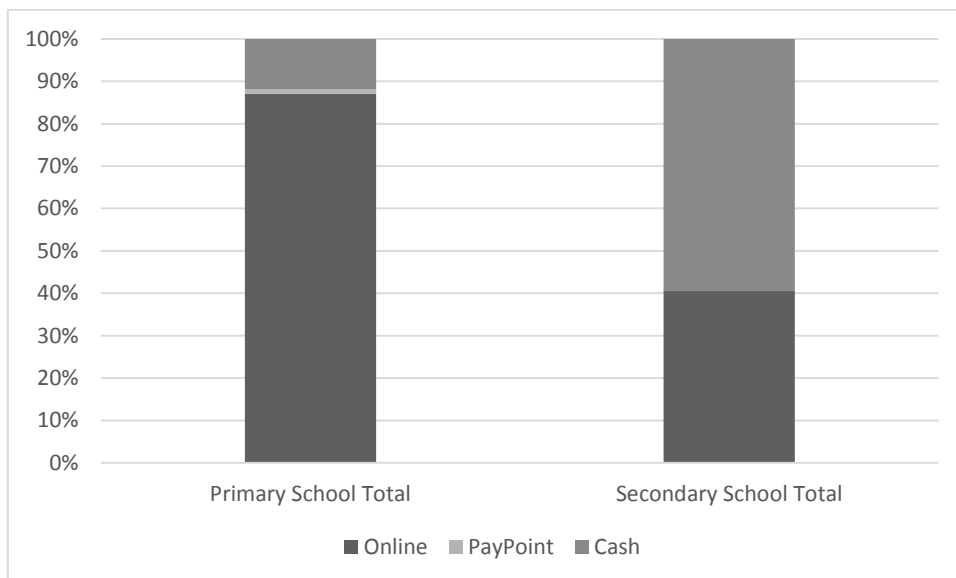


1.6 Schools Payments

Activation Rates – no of pupils/parents in each sector who have activated Online School Payments accounts



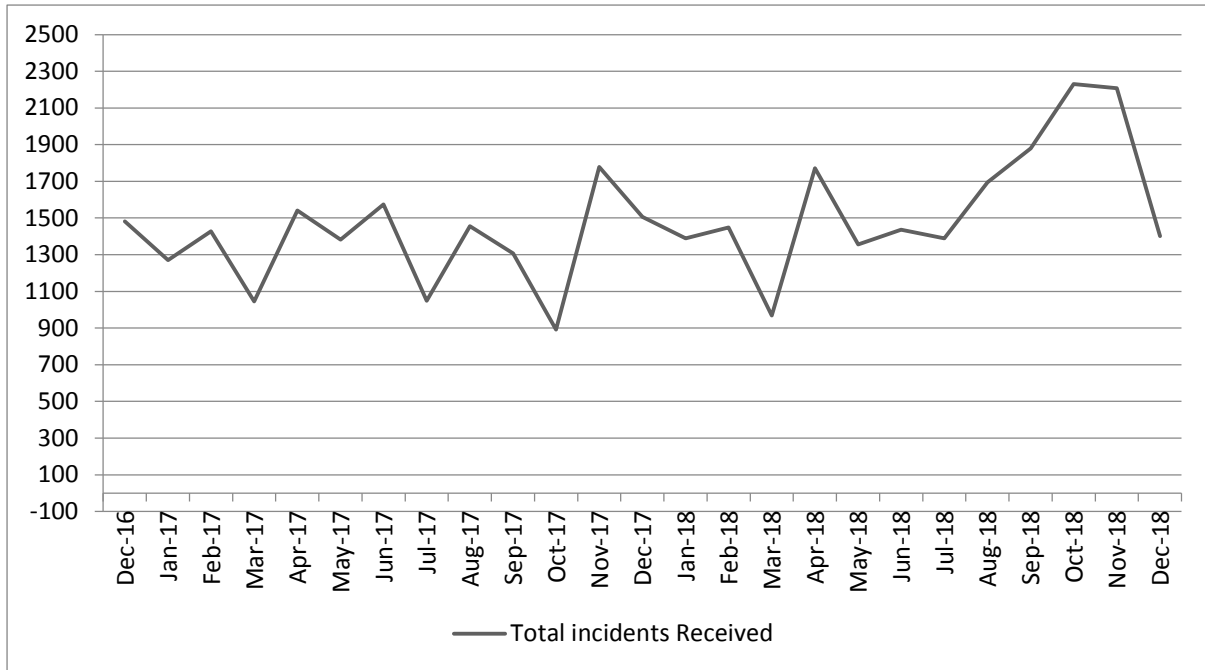
Schools Income – percentage of each payment channel



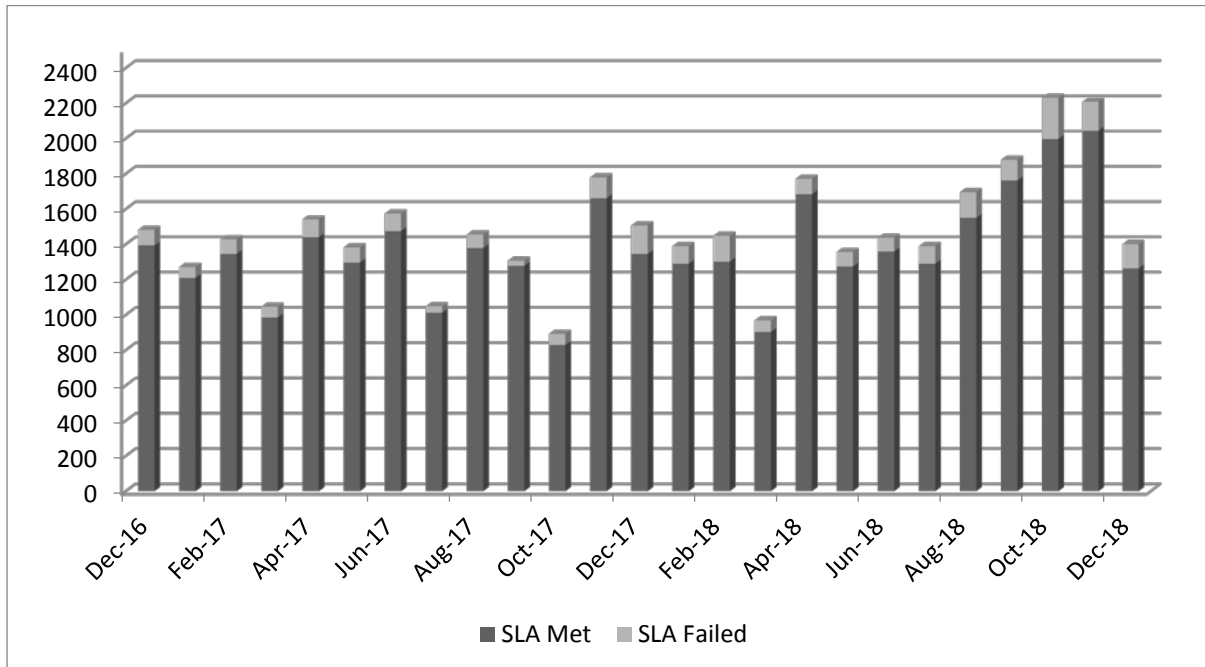
Section 2 - Servicedesk

2.1 Incidents

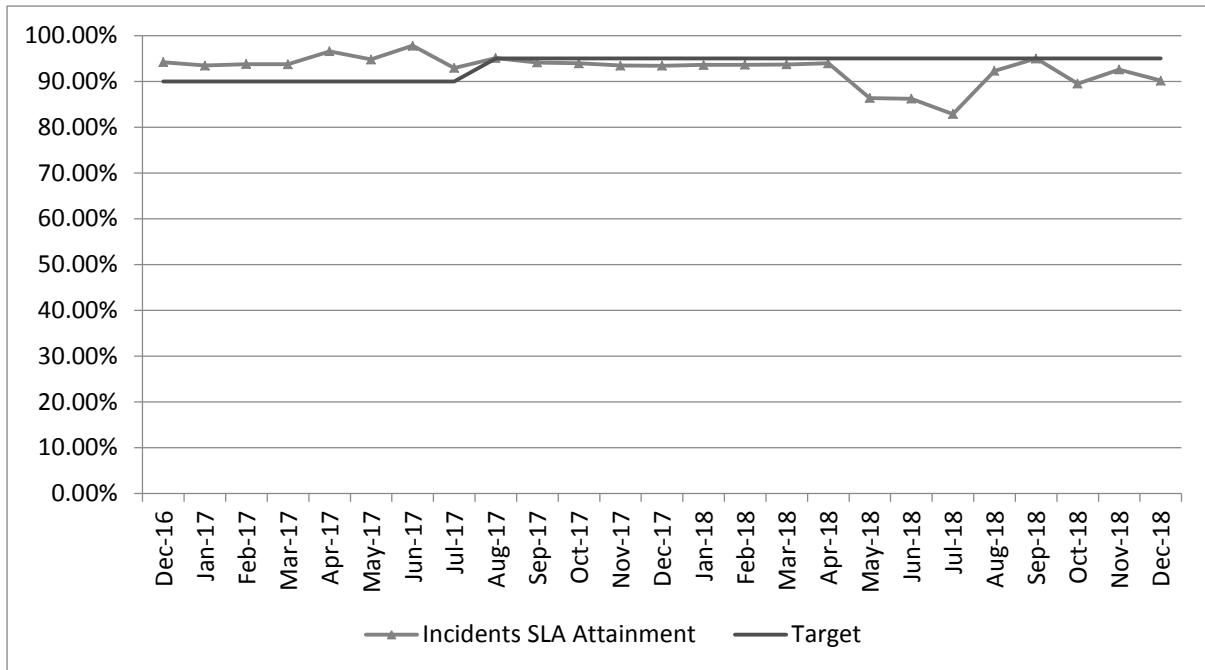
Incidents Received



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

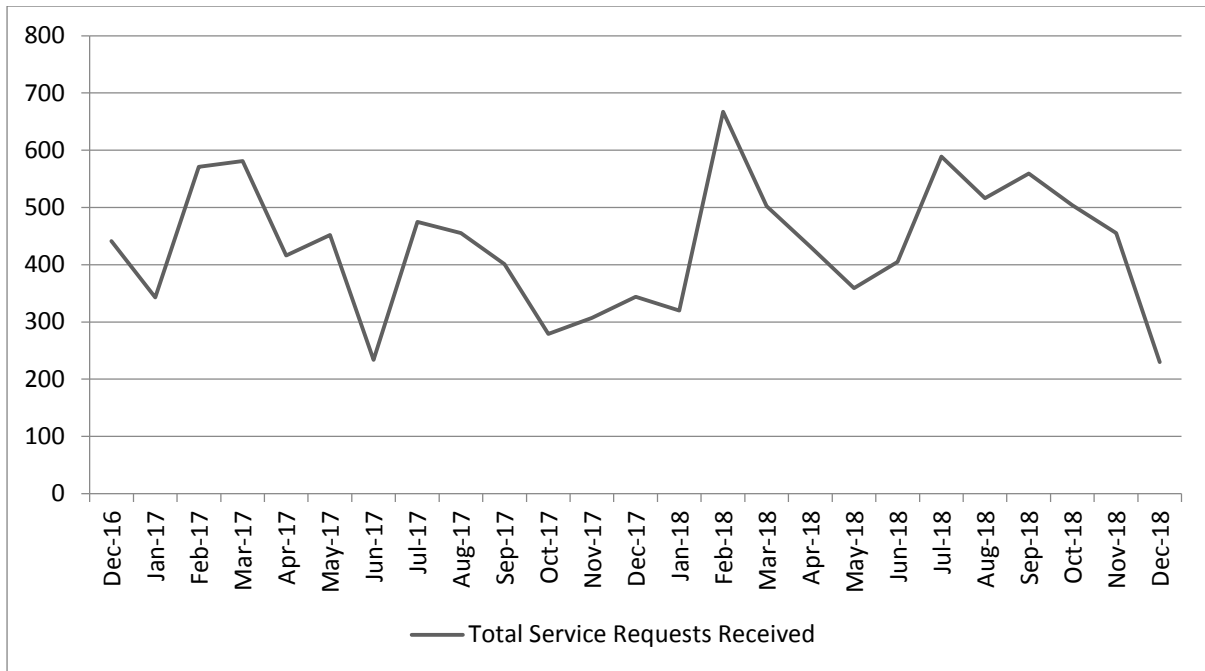
| Priority | Target Resolution Time |
|-----------|------------------------|
| Critical | 4 hours |
| High | 7 hours |
| Normal | 21 hours |
| Low | 35 hours |
| Long Term | No target |

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

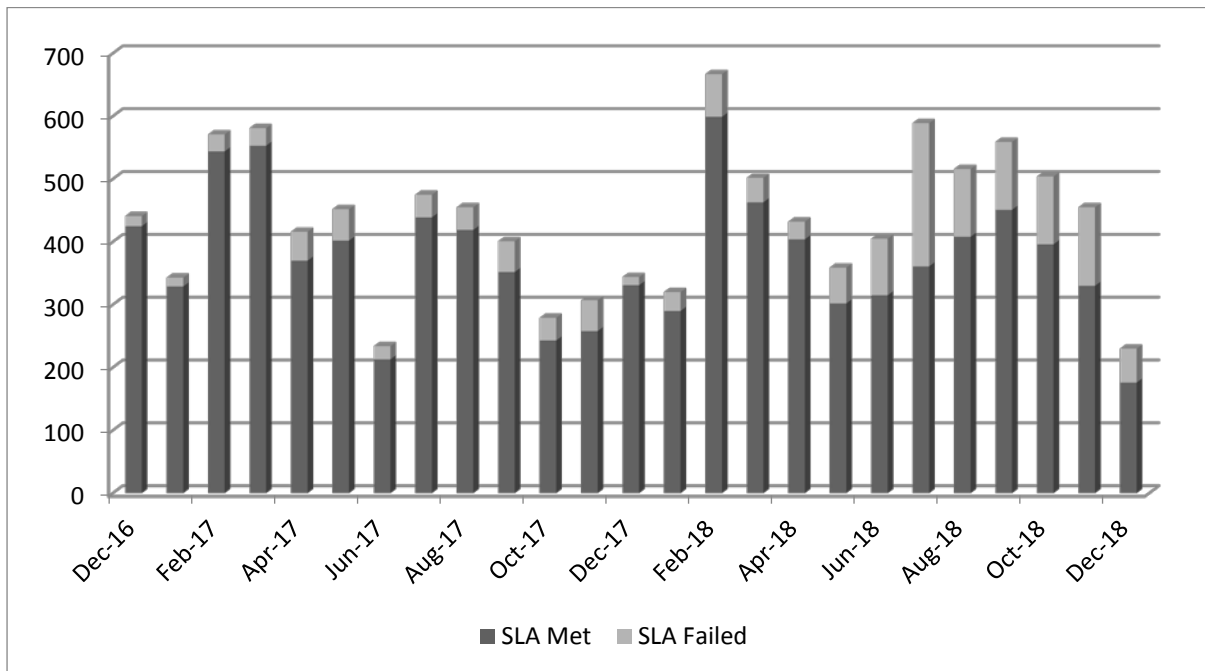
A typical Service request is unlocking a user account or password, software errors, PC faults, PDA, whiteboard and projector issues.

2.2 - Service Requests

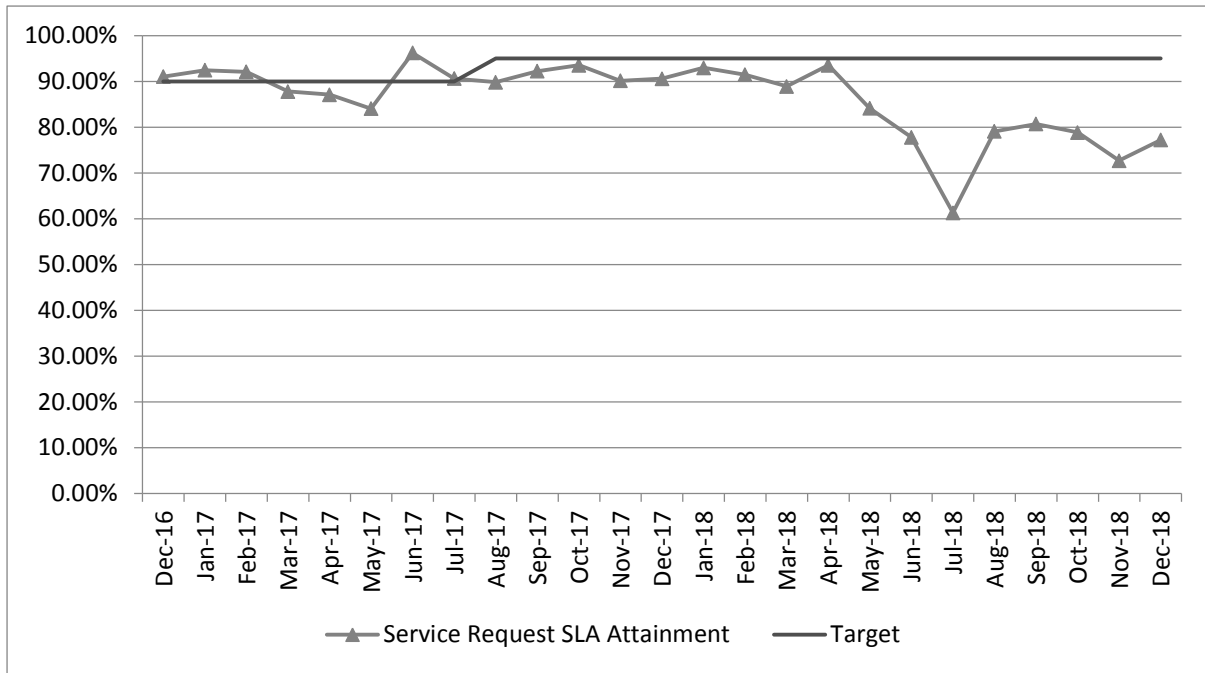
2.2.1 - Service Requests Received



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 and Resources Committee **Date:** 26 March 2019

Report By: Head of Organisational Development, Policy and Communications **Report No:** PR/08/19/KB

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

Subject: SOLACE Improving Local Government Benchmarking Framework 2017/18

1.0 PURPOSE

1.1 The purpose of this report is to provide the Committee with details of the Local Government Benchmarking Framework (LGBF) 2017/18 data and to highlight Inverclyde’s performance across the range of indicators. Detailed information is provided in the Appendices.

Appendix
1
Appendix
2

2.0 SUMMARY

2.1 On 6 February 2019, the Improvement Service published the LGBF 2017/18 figures; an overview of the LGBF is available to view here: [Improvement Service - Local Government Benchmarking Framework](#) and information on Inverclyde Council’s performance here: [My Local Council](#). Additionally, on 6 February 2019, the LGBF National Overview Report 2017/18 was published. This document provides information on how much local authorities spend on particular services, service performance and how satisfied people are with the major services provided by Councils.

2.2 In line with public performance reporting requirements, it is proposed to publish the relevant information on the Council’s website: [Statutory Performance Indicators](#). The LGBF indicators should be displayed on this web page by 31 March 2019, together with all the indicators the Council is required to report on, per Audit Scotland’s Statutory Performance Indicators Direction 2015.

2.3 The LGBF indicators are grouped across seven service areas. The framework consists of 76 indicators, however, performance information is currently only available for 65 measures. The performance information for the remaining 11 indicators is expected to be published in March or June 2019. The following table provides an overview of our 2017/18 performance:

| | 2017/18 | | | | Total |
|------------------------------|--------------|--------------|--------------|--------------|-------------|
| | 1st quartile | 2nd quartile | 3rd quartile | 4th quartile | |
| Children’s services | 6 | 5 | 4 | 1 | 16 |
| Corporate services | 2 | 3 | 1 | 2 | 8 |
| Adult social care | 2 | 2 | 1 | 1 | 6 |
| Culture and leisure services | 1 | 3 | 3 | 1 | 8 |
| Environmental services | 3 | 4 | 5 | 3 | 15 |
| Corporate assets | 1 | 1 | 0 | 0 | 2 |
| Economic development | 3 | 2 | 2 | 3 | 10 |
| Total | 18 | 20 | 16 | 11 | 65 |
| Total % | 27.7 | 30.8 | 24.6 | 16.9 | 100. |

In 2017/18, Inverclyde Council ranked in the top two quartiles for 58.5% of our indicators, while just under a quarter (24.6%) were in the third quartile and 16.9% were positioned in the fourth quartile. Additionally, in terms of the number of our indicators (excluding housing) which were positioned in the top two quartiles, we are placed joint third in the country, with only five measures between Inverclyde and the joint top performing Councils:

| | Council | 2017/18 No. of indicators in the 1st and 2nd Quartiles |
|-----|---------------------|---|
| 1st | South Ayrshire | 43 |
| | West Lothian | 43 |
| 2nd | North Ayrshire | 42 |
| 3rd | East Dunbartonshire | 38 |
| | East Renfrewshire | 38 |
| | Falkirk | 38 |
| | Inverclyde | 38. |

In 2016/17, Inverclyde Council ranked in the top two quartiles for 59.3% of our indicators, while just over a fifth (22%) were in the third quartile and 18.6% were positioned in the fourth quartile.

In 2015/16, we ranked in the top two quartiles for 67.8% of the LGBF indicators, under a fifth (18.6%) were in the third quartile and only 13.6% were placed in the fourth quartile.

In 2014/15, we were positioned in the top two quartiles for just under half (49%) of our indicators, while 28.6% were in the third quartile and less than a quarter (22.4%) were positioned in the fourth quartile.

- 2.4 When interpreting the data, it is vital to remember that there will be legitimate variations in performance based on local policy choices, demographic profile, social and economic conditions and other local factors. A Council's policies and priorities, its structure and business processes, together with service user expectations, will also have an impact. The performance achievements of local authorities may therefore be different, not because they are better or poorer performers, but because they may have different priorities for communities, demands and pressures are different, or the Council may simply operate in a different way. Additionally, because there are slight variations to the suite of LGBF indicators each year, it is not possible to make exact comparisons in the performance of the measures from one reporting year to the next.
- 2.5 Given the wide-ranging information outlined in this report, a briefing for Elected Members on the LGBF 2017/18 was arranged for 26 March 2019.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee:
- a. notes that the LGBF 2017/18 data was published on 6 February 2019; and
 - b. agrees that the information in the Appendix can be used to form the basis of the Council's public performance reporting on the LGBF 2017/18.

Ruth Binks
Corporate Director – Education, Communities and Organisational Development

4.0 BACKGROUND

4.1 The Society of Local Authority Chief Executives (SOLACE) *Improving Local Government* initiative was developed to:

- support SOLACE to drive improvement in local government benchmarking;
- develop a comparative performance support framework for Scottish local authorities;
- support Councils to target transformational change in areas of greatest impact: efficiency, costs, productivity and outcomes; and
- focus on the *big ticket* areas of spend, plus corporate services.

4.2 When the LGBF indicators were developed, the key criteria was that they must be able to be collected on a comparable basis across the 32 Scottish Councils. Each indicator also had to materially improve the cost information of service delivery on a comparative basis for major service areas, as well as corporate services.

4.3 At its meeting on 13 November 2018, the Policy and Resources Committee agreed to receive a report on the LGBF 2017/18 when the indicators had been published and analysed and the Council's performance in relation to other Scottish local authorities was known; this report fulfils that remit.

Min Ref
P&R
Cttee
13.11.18
Para 663
(2)

4.4 For the reporting year 2017/18 Inverclyde Council is reporting on 76 LGBF indicators (excluding housing). Performance information, however, is currently only available for 65 measures. The indicators are intended to act as a corporate *can opener* i.e. they should help local authorities identify issues that merit further investigation, share good practice and drive forward improvement. Grouped under the following headings, the measures' focus is on costs, outputs and customer satisfaction:

- Children's services
- Corporate services
- Adult social care
- Culture and leisure services
- Environmental services
- Corporate assets
- Economic development and planning.

4.5 When interpreting the data, it is vital to remember that there will be legitimate variations in performance based on local policy choices, demographic profile, social and economic conditions and other local factors. A Council's policies and priorities, its structure and business processes, together with service user expectations, will also have an impact. The performance achievements of local authorities may therefore be different, not because they are better or poorer performers, but because they may have different priorities for communities, demands and pressures are different, or the Council may simply operate in a different way. Additionally, because there are slight variations to the suite of LGBF indicators each year, it is not possible to make exact comparisons in the performance of the measures from one reporting year to the next.

4.6 Data on costs should be considered alongside outcome and performance data i.e. understanding the spend data in major service areas and the context that those services operate in and how those factors affect spend, for example, levels of deprivation.

4.7 The Improvement Service advises that, where Councils have presented updated values for previous years, they have refreshed the data to reflect this. This may mean historical data presented in the 2017/18 Framework differs slightly from data presented in previous years.

4.8 Information on the following indicators is expected in March or June 2019:

- CHN 8a: Gross cost of *children looked after* in residential-based services per child per week
- CHN 8b: Gross cost of *children looked after* in a community setting per child per week
- CHN 9: Balance of care for *looked after children* - % of children being looked after in the community
- CHN 11: % of Pupils entering positive destinations
- CHN 17: % of Children meeting developmental milestones
- CHN 19a: School attendance rates (per 100 pupils)
- CHN 19b: School attendance rates (per 100 *looked after children*)
- CHN 20a: School exclusion rates (per 1,000 pupils)
- CHN 20b: School exclusion rates (per 1,000 *looked after children*)
- CHN 22: % of Child protection re-registrations within 18 months
- CHN 23: % of *Looked after children* with more than one placement in the last year (August-July).

In the meantime, comprehensive information on other children's services indicators is available from the Statutory and Key Performance Indicators Annual Report 2016/17 which was considered by the Policy and Resources Committee in November 2017.

Min Ref
P&R
Cttee
13.11.18
Para 663
(2)

4.9 To reflect the strategic importance of economic development and planning, the following indicators were introduced to the Framework for 2017/18:

- ECON 6: Cost of economic development and tourism per 1,000 population
- ECON 7: % of People earning less than the Living Wage
- ECON 8: % of Properties receiving superfast broadband
- ECON 9: Town centre vacancy rates
- ECON 10: Immediately available employment land as a % of total land allocated for employment purposes (in the Local Development Plan).

4.10 Where an indicator is a measure of service cost, the principal data source is the Council's Local Financial Return (LFR) which we are required to submit to the Scottish Government. The Scottish Government then passes this information to the Improvement Service. Financial data is subsequently compared with service usage statistics to derive a unit cost. The LFR is used because it is regarded as the most robust current source of comparable data on Council expenditure.

4.11 Finance Services' colleagues have highlighted the variations in methods that local authorities use to collect the data required for the LFR, given that this has implications for compiling and comparing data. This fact should be borne in mind when considering the data in the Appendix. To ensure Councils are comparing like with like regarding cost, work is ongoing around the definitions of what should be included in each LFR category.

4.12 As in previous years, the following customer satisfaction indicators have been sourced from the Scottish Household Survey (SHS):

- % of Adults satisfied with local schools
- % of Adults satisfied with libraries
- % of Adults satisfied with parks and open spaces
- % of Adults satisfied with museums and galleries
- % of Adults satisfied with leisure facilities
- % of Adults satisfied with refuse collection
- % of Adults satisfied with street cleaning.

The SHS is currently the only source of comparable customer satisfaction information available for all Scottish local authorities. SOLACE and the Improvement Service

recognised that there were issues with the data for the above indicators in terms of robustness and sample size. The satisfaction data drawn from the SHS is therefore now presented in three year rolled averages to deliver the required level of precision at a local level. By rolling the data across three years, the confidence interval for all figures is within 5.5%.

- 4.13 Given the wide-ranging information outlined in this report, it is proposed to arrange a briefing for Elected Members on the LGBF 2017/18; a provisional date of 26 March 2018 is suggested.

5.0 LOCAL GOVERNMENT BENCHMARKING FRAMEWORK INDICATORS 2017/18

- 5.1 Paragraphs 5.2-5.10 provide details of the national and local performance of the LGBF 2017/18. Full details are included in the Appendices.

Appendix
1
Appendix
2

- 5.2 In 2017/18, Inverclyde Council ranked in the top two quartiles for 58.5% of our indicators, while just under a quarter (24.6%) were in the third quartile and 16.9% were positioned in the fourth quartile. Additionally, in terms of the number of our indicators (excluding housing) which were positioned in the top two quartiles, we are placed joint third in the country (with 38 measures), with only five measures between Inverclyde and the top performing Councils (South Ayrshire and West Lothian which had 43 indicators ranked in the top two quartiles in 2017/18).

- 5.3 In 2016/17, Inverclyde Council ranked in the top two quartiles for 59.3% of our indicators, while just over a fifth (22%) were in the third quartile and 18.6% were positioned in the fourth quartile.

In 2015/16, we ranked in the top two quartiles for 67.8% of the LGBF indicators, under a fifth (18.6%) were in the third quartile and only 13.6% were placed in the fourth quartile.

In 2014/15, we were positioned in the top two quartiles for just under half (49%) of our indicators, while 28.6% were in the third quartile and less than a quarter (22.4%) were positioned in the fourth quartile.

It should be noted that, where the performance of an indicator has declined, i.e. our ranking relative to other Scottish local authorities has gone down, it is not necessarily a complete and accurate reflection of service delivery; for example:

- CHN 4: % of Pupils gaining 5+ Awards at Level 5

In 2017/18, we saw an increase (of 1%) in the number of pupils who gained 5+ Awards at Level 5. Despite this improvement, our position in the national rankings declined by three places to 17th, which takes us from quartile two to quartile three.

- CORP 3b: % of the highest paid 5% employees who are women

The data shows that the number of employees in the highest 5% of earners who are female increased slightly (by 0.98%) in 2017/18. Despite this, our ranking decreased by two places to 15th in Scotland.

- C&L 5d: % of adults satisfied with leisure facilities

The percentage of Inverclyde adults satisfied with leisure facilities is the third highest in Scotland for the fifth consecutive time period, despite dropping slightly (by 2.67%) between 2014/17 and 2015/18.

When the Council's figures are compared to the Scotland-wide figures, the results are:

| | % |
|---|-------|
| Performance is above the national average | 66.2 |
| Performance is the same as the national average | 1.5 |
| Performance is below the national average | 32.3. |

For completeness, analysis was carried out to establish how our figures for 2017/18 compared to our performance for the previous reporting year; the results are as follows:

| | % |
|------------------------|------|
| Performance improved | 49.2 |
| Performance maintained | 4.8 |
| Performance declined | 46. |

All the above figures exclude indicators for which we do not have historical or 2017/18 information.

5.4 Children's services

This section of the 2017/18 Framework comprises 27 indicators.

Despite real reductions nationally in the education budget since 2010/11, the number of pre-school registrations and primary pupils in Scotland has increased by over 30,000 and measures of educational outcome have shown positive progress, particularly for children from the most deprived areas.

Nationally, pre-school real costs have risen for the fourth year in a row, increasing by 4.3% in the past 12 months, reflecting the additional costs associated with new entitlements introduced in The Children and Young People (Scotland) Act 2014. The percentage of funded early years provision graded *good* or *better* has improved nationally from 87.1% in 2010/11 to 91.03% in 2017/18.

Locally, our cost per primary school pupil decreased by £134 between 2016/17 and 2017/18. During the same period, our cost per secondary school pupil also decreased (by £65). Meanwhile, our costs per pre-school place rose by £1,409; this means our pre-school costs are the most expensive of any local authority in Scotland.

In line with key priorities in education, the Average total tariff score for pupils living in the most deprived Quintiles has improved most rapidly since 2010/11, increasing by almost 30%. Locally, our Average total tariff scores for pupils residing in Quintiles 1-5 were all above the Scottish average in 2017/18.

Nationally, satisfaction with local schools has reduced for the sixth consecutive year, falling by 3% in 2014/17 to 72.33% in 2015/18. In terms of satisfaction with schools in Inverclyde, there was a decrease of 3% to 86.33% between 2014/17 and the last reporting period. Despite a decline of two places in the national rankings, we retained our position in the first quartile. We are also 14% above the Scottish average for this measure.

5.5 Corporate services

This section of the 2017/18 Framework comprises eight indicators.

Scotland-wide, the cost per dwelling of collecting Council Tax continues to reduce, falling by more than 50% since 2010/11. Our cost per dwelling of collecting Council Tax reduced very slightly (by £0.11) in 2017/18 which means it is £5.86 less than it was in 2010/11.

Meanwhile, the national Council Tax collection rate was at an all-time high of 96% in 2017/18. This positive trend is reflected locally where we saw a 0.2% increase in our collection rate to 95.52% in 2017/18 which is the highest ever achieved by the Council.

On a national basis, sickness absence for teaching staff nationally reduced by 0.13 days in the past 12 months while sickness absence for all other local government employees increased by 0.49 days. In 2017/18, the number of days lost due to sickness absence for Inverclyde teachers reduced (by 0.75 days), with last year's figure of 5.18 days being the lowest to date. Despite this improved performance, our national ranking reduced by two places (from seventh place to ninth) which meant we moved from the first quartile to the second one.

5.6 Adult social care

This section of the 2017/18 Framework comprises six indicators.

Nationally, while spending on home care for older people has risen by 3% in the past year, the number of hours of home care provided has been relatively static during the last few years.

Nationally, the average cost of residential care per week per resident (for people aged 65 or over) is now £386.00, while our cost in 2017/18 was slightly lower at £379.00, a fall of £6.00 from the previous year.

There has been progress in shifting the balance of care between residential and home care: in 2017/18, a record proportion of older people assessed to have long-term care needs are being supported at home (61.7%). This positive trend is also reflected locally where we saw an increase of 2.92% to 67.78% in terms of the number of people aged 65 and over with long-term needs who receive personal care at home. This improvement resulted in our position in the national rankings changing from 11th to 6th, which takes us into the first quartile for this measure.

Direct payments and personalised management budgets have grown steadily, rising from 1.58% in 2010/11 to 6.74%. Locally, spend in this area quadrupled between 2014/15 and 2015/16, before increasing again in 2016/17 and in 2017/18 to its highest ever level of 5.56%.

5.7 Culture and leisure services

This section of the 2017/18 Framework comprises eight indicators.

Despite a real reduction in spend of 22% since 2010/11, leisure and cultural services have sharply increased their usage rates and reduced their costs per use. Between 2016/17 and 2017/18, unit costs across sports, libraries and museums reduced by 32%, 45% and 26% respectively.

However, in Inverclyde, our costs rose across these three service areas. Locally, we saw a small increase (of £0.62 to £2.47) in the cost per attendance at our sport facilities; that said, our figure is £0.24 below the Scottish average (of £2.71). Our cost per library visit also rose slightly in 2017/18 (by £0.20 to £3.10).

In terms of the cost per visit to the McLean Museum, our figure in 2017/18 increased by more than two thirds by £8.25 to £12.34 (comparable to the Scottish average of £3.49). As Members will be aware, the McLean Museum and Art Gallery has been closed for refurbishment since December 2016. It should therefore be noted that the visits figure used to calculate the Museum cost per visit is entirely based on *virtual* visits.

Nationally, public satisfaction rates for all culture and leisure facilities have fallen in the last year. Locally, however, despite a very small drop (of 0.66%), satisfaction levels with

Inverclyde's libraries remained high in 2015/18 (at 78.76%).

The number of adults satisfied with museums and galleries fell by 7% to 72.67%. However, we are above the Scottish average in terms of this measure (by 2.67%). It is also pleasing to note that, despite the temporary closure of the Museum, more than 70% of adults expressed satisfaction with the relevant facilities in Inverclyde.

5.8 Environmental services

This section of the 2017/18 Framework comprises 15 indicators.

While real spending nationally on environmental services has reduced by 9.6% since 2010/11 – with reductions in waste management (-3.2%), street cleaning (-27%) and trading standards and environmental health (-18%) - the reduction in spend stabilised in the past 12 months with overall spend reducing by only 0.3%.

Nationally, recycling rates improved slightly between 2016/17 and 2017/18 (by 0.4% to 45.6%). Our recycling performance also increased (by 3.77%) to 57.21% in 2017/18, making last year's figure the highest for this measure since the LGBF was introduced in 2010/11. Our improved performance resulted in an increase of five places to fifth in the national rankings, which means we moved from quartile two to the first quartile for this measure. Our performance is also 11.61% above the Scottish average.

Scotland-wide, street cleanliness scores declined by 1.7% in 2017/18 to 92.2%. Following a consistently high performance during the previous three reporting years, our overall cleanliness index score fell by 7.21 in 2017/18; this resulted in our ranking dropping by 10 places to 29th. While this means we are now in the fourth quartile for this measure, the impact of significant investment in this area would not effect a major change in performance for Inverclyde.

Nationally, public satisfaction with refuse collection and street cleaning fell to the lowest rates since 2010/14 (78.67% and 69.67% respectively in 2015/18). Locally, there was a very small decrease (of 1.33%) in the satisfaction rate with refuse collection; despite this, we retained our position in quartile one in the national rankings. Additionally, our score is still very high at 90% which is 11.33% above the Scottish average.

In 2015/18, Inverclyde's performance for the indicator which measures satisfaction with street cleaning dropped slightly (by 2.34%) to 73.33%. However, our score is still 3.66% higher than the national average.

5.9 Corporate assets

This section of the 2017/18 Framework comprises two indicators.

For the seventh consecutive year, we saw an improvement in both the proportion of Inverclyde's operational buildings that are suitable for their current use and the proportion of the internal floor area of our operational buildings that are in a satisfactory condition.

During the last reporting year, we moved from quartile two to quartile one for the first measure, while, for the second indicator, we dropped two places to 14th. However, we are well above the Scottish average for the two corporate asset indicators.

5.10 Economic development and planning

This section of the 2017/18 Framework comprises 10 indicators.

Nationally, the number of unemployed people assisted into work from Council operated/funded employability programmes was at an all-time high of 14.4% in 2017/18. This positive performance is reflected locally where we recorded a figure of 21% for this

measure in 2017/18, an increase of 4.05% on the previous reporting year and 6.6% above the national average.

In terms of infrastructure for business, there was a 33% improvement in terms of efficiency in processing business and industry planning applications, reducing from 14 weeks to 9.34 weeks between 2012/13 and 2017/18. In 2017/18, the average time per business and industry planning application in Inverclyde was 8.42 weeks, an increase of 1.94 weeks, this places us 14th in Scotland, a decrease of 13 places from the previous reporting year. However, we are comfortably below the national average for this measure.

6.0 IMPLICATIONS

6.1 Financial Implications - One off Costs

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

Financial Implications - Annually Recurring Costs/(Savings)

| Cost centre | Budget heading | With effect from | Annual net impact | Virement from (if applicable) | Other comments |
|-------------|----------------|------------------|-------------------|-------------------------------|----------------|
| n/a | n/a | n/a | n/a | n/a | n/a |

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

6.3 Legal: The Council is required to publish the LGBF indicators as part of its statutory obligation for public performance reporting.

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

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

7.0 CONSULTATION

7.1 Council Services were asked to verify the LGBF 2017/18 and provide commentaries regarding service performance.

8.0 CONCLUSION

8.1 Inverclyde Council's performance across the spectrum of indicators varies, depending on a variety of factors including deprivation levels, investment and policy decisions and population density. Each Council Service has considered the relevant indicators and will use them as part of the broader self-evaluation processes they undertake to inform future improvement planning.

9.0 LIST OF BACKGROUND PAPERS

9.1 Statutory and Key Performance Indicators Annual Report 2017/18 – report to the Policy and Resources Committee on 13 November 2018.

SOLACE Improving Local Government Benchmarking Framework 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.

The Council's performance regarding the Society of Local Authority Chief Executives Local Government Benchmarking Framework (LGBF) Indicators 2017/18, as set out in Audit Scotland's Statutory Performance Indicators (SPI) Direction 2015 under SPI 2, is presented in this Appendix.

The LGBF 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. Further information on the LGBF Indicators is available here: [🔗 Improvement Service - LGBF](#) and here: [🔗 My Local Council - Inverclyde](#).







To find out more about the Council's performance, visit [🔗 Inverclyde Council's Performance](#).

SOLACE Improving Local Government Benchmarking Framework 2017/18

| | Page |
|-------------------------------------|------|
| • Children's services | 3 |
| • Corporate services | 32 |
| • Adult social care | 46 |
| • Culture and leisure services | 57 |
| • Environmental services | 68 |
| • Corporate assets | 86 |
| • Economic development and planning | 90 |

SOLACE Improving Local Government Benchmarking Framework 2017/18






Children's services

| | | Change in position in the national rankings 2016/17-2017/18 | |
|--|--|---|--------------------------------|
| Education costs | | | |
| CHN 1 | Cost per primary school pupil |  | green – improved |
| CHN 2 | Cost per secondary school pupil |  | amber – performance maintained |
| CHN 3 | Cost per pre-school education place |  | red – declined |
| Educational attainment by secondary school pupils | | | |
| CHN 4 | % of Pupils gaining 5+ Awards at Level 5 |  | red – declined |
| CHN 5 | % of Pupils gaining 5+ Awards at Level 6 |  | red – declined |
| CHN 6 | % of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 5 |  | green – improved |

SOLACE Improving Local Government Benchmarking Framework 2017/18

| | | Change in position in the national rankings 2016/17-2017/18 | |
|--|--|--|---|
| CHN 7 | % of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 6 | ● | amber – performance maintained |
| Satisfaction with local schools | | | |
| CHN 10 | % of Adults satisfied with local schools | ● | red – declined |
| School leavers | | | |
| CHN 11 | % of Pupils entering positive destinations | | details will be available in March 2019 |
| CHN 21 | Participation rate for 16-19 year olds (per 100) | ● | red – declined |
| Total tariffs | | | |
| CHN 12a | Overall average total tariff | ● | red – declined |
| CHN 12b | Average total tariff – SIMD Quintile 1 | ● | red – declined |

SOLACE Improving Local Government Benchmarking Framework 2017/18

| | | Change in position in the national rankings 2016/17-2017/18 | |
|---|---|--|------------------|
| CHN 12c | Average total tariff – SIMD Quintile 2 |  | red – declined |
| CHN 12d | Average total tariff – SIMD Quintile 3 |  | green – improved |
| CHN 12e | Average total tariff – SIMD Quintile 4 |  | red – declined |
| CHN 12f | Average total tariff – SIMD Quintile 5 |  | green – improved |
| Early years | | | |
| CHN 17 | % of Children meeting developmental milestones | details will be available in June 2019 | |
| CHN 18 | % of Funded early years provision which is graded good/better |  | red – declined |
| School attendance and exclusions | | | |
| CHN 19a | School attendance rates (per 100 pupils) | details will be available in March 2019 | |
| CHN 19b | School attendance rates (per 100 <i>looked after children</i>) | | |

SOLACE Improving Local Government Benchmarking Framework 2017/18

| | | Change in position in the national rankings 2016/17-2017/18 |
|----------------------------|--|---|
| CHN 20a | School exclusion rates (per 1,000 pupils) | details will be available in June 2019 |
| CHN 20b | School exclusion rates (per 1,000 <i>looked after children</i>) | |
| Vulnerable children | | |
| CHN 8a | Gross cost of <i>children looked after</i> in residential-based services per child per week | details will be available in March 2019 |
| CHN 8b | Gross cost of <i>children looked after</i> in a community setting per child per week | |
| CHN 9 | Balance of care for <i>looked after children</i> - % of children being looked after in the community | |
| CHN 22 | % of Child protection re-registrations within 18 months | |
| CHN 23 | % of <i>Looked after children</i> with more than one placement in the last year (August-July) | |

Children's services:
27 indicators



SOLACE Improving Local Government Benchmarking Framework 2017/18

There are several indicators regarding education costs that should be considered together:

- CHN 1** Cost per primary school pupil
- CHN 2** Cost per secondary school pupil
- CHN 3** Cost per pre-school education place

| CHN 1: Cost per primary school pupil | | | | | | | |
|---|----------------|-----------------|---|---|----------------|----------------|----------------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 5,005.00 | 15th | 4,974.00 | 2nd | ↑ 6 places from 21st | 5,139.00 | 4,790.00 | 4,676.00 |

| CHN 2: Cost per secondary school pupil | | | | | | | |
|---|----------------|-----------------|---|---|----------------|----------------|----------------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 6,912.00 | 16th | 6,879.00 | 2nd | ↔ no change | 6,977.00 | 7,049.00 | 7,040.00 |

| CHN 3: Cost per pre-school education place | | | | | | | |
|---|----------------|-----------------|---|---|----------------|----------------|----------------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 6,874.00 | 32nd | 4,463.00 | 4th | ↓ 2 places from 30th | 5,465.00 | 5,532.00 | 5,110.00 |

SOLACE Improving Local Government Benchmarking Framework 2017/18

What the data tells us:

The data shows that our costs per primary school pupil decreased by £134.00 in 2017/18 which resulted in our ranking improving by six places to 15th. This meant our position in the national rankings changed from the third quartile to the second one. The range for this indicator is £4,372.00-£8,749.00 (Falkirk and Eilean Siar respectively).

There was also a very small decrease (of £65.00) in the costs per secondary school pupil, putting us slightly higher than the Scottish average (by £33.00). In 2017/18, our ranking for this measure was unchanged (at 16th). The range for this indicator is £5,910-£11,559.00 (Renfrewshire and Orkney Islands respectively).

Our costs per pre-school place rose in 2017/18 by £1,409.00 and our ranking decreased by two places to 32nd. This means our pre-school costs are the most expensive of any local authority in Scotland. The range for this indicator is £2,469.00-£6,874.00 (Moray and Inverclyde respectively).

Contextual information:

In 2011/12, the Council reclassified the costs relating to additional support needs (ASN) staff. All ASN support staff costs were centralised under ASN schools when the structure of Education changed; prior to this, the costs were recorded against primary and secondary schools. Following reclassification, costs per primary school and secondary school fell, whilst there was a corresponding increase in ASN costs of 27%. School amalgamations have also taken place, which would also have an impact on the costs per pupil. The Council has completed the renewal and refurbishment of the entire secondary and ASN estate with the primary school refurbishment programme due to be completed by 2020.

Costs per pre-school registration place can change each year depending on the uptake of pre-school education, while the staff costs remain relatively fixed. The following table shows how the expenditure costs and uptake of places has changed between 2010/11 and 2016/17:

| Year | Expenditure | Places | Cost per place |
|---------|-------------|--------------|----------------|
| 2010/11 | £6,963,000 | 1,390 places | £5,009 |
| 2011/12 | £6,084,000 | 1,450 places | £4,196 |
| 2012/13 | £6,276,000 | 1,268 places | £4,949 |

SOLACE Improving Local Government Benchmarking Framework 2017/18

| | | | |
|----------------|------------|--------------|--------|
| 2013/14 | £6,384,000 | 1,412 places | £4,521 |
| 2014/15 | £7,000,000 | 1,432 places | £4,888 |
| 2015/16 | £7,594,000 | 1,560 places | £4,868 |
| 2016/17 | £7,569,000 | X places | £X |
| 2017/18 | £X | X places | £X |

Best Value is continually being monitored; for example, the Council has changed some 52-week establishments to term-time establishments to maintain cost effectiveness. The costs relating to ASN are recorded against the Early Years budget which is different from Primary and Secondary budgets. Additionally, posts such as Family Support Workers and Bus Escorts are recorded against the Early Years budget. It should also be noted that, in Inverclyde, Early Years Education and Childcare Officers are paid at a higher rate than neighbouring local authorities.

Inverclyde Council continues to monitor take up of places in establishments to maintain cost effectiveness. Children are admitted at different times throughout the year, as per legislation. Staffing was adjusted in 2016 to more closely reflect this pattern. The Council has a high level of provision for children aged 0-2 and 2-3 years; staffing ratios for this age group are significantly different from those for 3-5 year olds. Not all local authorities have pre-3 services. The costs will be higher for Councils that have 0-2 and 2-3 years services at a 1:3/1:5 ratio (as opposed to a 1:8 staff/child ratio in 3-5 years). Early Years also provide a range of services to complement mainstream provision; these include services for children with ASN, family support services and out of school provision.

Next steps:

Early Years continues to be a strategic priority for the Scottish Government. The Council is also planning ahead for the significant expansion of hours in August 2020. Policy direction is in investment/early intervention and in resource heavy areas such as flexibility and staffing.

SOLACE Improving Local Government Benchmarking Framework 2017/18

There are a number of indicators regarding educational attainment by secondary school pupils that should be considered together:

CHN 4 % of Pupils gaining 5+ Awards at Level 5

CHN 5 % of Pupils gaining 5+ Awards at Level 6

CHN 6 % of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 5

CHN 7 % of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 6

| CHN 4: % of Pupils gaining 5+ Awards at Level 5 | | | | | | | |
|--|----------------|-----------------|---|---|----------------|----------------|----------------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 62 | 17th | 62 | 3rd | ↓ 3 places from 14th | 61 | 57 | 55 |

| CHN 5: % of Pupils gaining 5+ Awards at Level 6 | | | | | | | |
|--|----------------|-----------------|---|---|----------------|----------------|----------------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 32 | 17th | 34 | 3rd | ↓ one place from 18th | 32 | 30 | 27 |

| CHN 6: % of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 5 | | | | | | | |
|--|----------------|-----------------|---|---|----------------|----------------|----------------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 46 | 8th | 42 | 1st | ↑ 8 places from 16th | 41 | 41 | 41 |

SOLACE Improving Local Government Benchmarking Framework 2017/18

| CHN 7: % of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 6 | | | | | | | |
|---|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 17 | 12th | 16 | 2nd | ↔ no change | 15 | 16 | 13 |

What the data tells us:

In 2017/18, we saw an increase (of 1%) in the number of pupils who gained 5+ Awards at Level 5. Despite this improvement, our position in the national rankings declined by three places to 17th, which takes us from quartile two to quartile three. The range for this measure is 48%-87% (Dundee City and East Renfrewshire respectively).

The number of Inverclyde pupils who gained 5+ Awards at Level 6 was 32% in both 2016/17 and 2017/18. Although our ranking for this measure declined by one place to 17th, we retained our position in the third quartile. The range for this indicator is 24%-63% (Clackmannanshire/Dundee City and East Renfrewshire respectively).

The number of pupils from deprived areas who gained 5+ Awards at Level 5 had remained at 41% for three consecutive years. However, in 2017/18, we saw a significant increase (of 5%); this means we are now 4% above the national average for this measure. This improved performance resulted in an improvement of eight places (to eighth) in the national rankings which resulted in us moving from the second quartile to the first one. The range for the first indicator is 29%-69% (Aberdeen City and East Renfrewshire respectively).

We also saw an improvement (of 2%) in the number of pupils from deprived areas who gained 5+ Awards at Level 6, which means we are now 1% above the national average. Our position in the national rankings was unchanged (at 12th) and we retained our position in quartile two. The range for this indicator is 9%-37% (Aberdeen City/Clackmannanshire/Highland and East Renfrewshire respectively).

Contextual information:

The attainment of our young people is a fundamental, ongoing priority for Inverclyde Council. Below the high level indicators, there are additional priority areas for our local attention in attainment (i.e. attainment of looked after young people). Differentiations exist year-on-year with such measures as cohorts differ in ability levels. Overall trends during 2013/17 demonstrate sustained improvement; however, that trend has not been maintained in areas of deprivation. Detailed local analysis at school/stage level has identified areas and subjects where additional support is required to build on the previous results at Standard Grade. Performance in this area is both monitored and benchmarked.

SOLACE Improving Local Government Benchmarking Framework 2017/18

It should be noted that for these measures – and indeed every educational attainment measure - the Council outperforms its 'virtual comparators'. Our virtual comparators comprise pupils from schools in other local authorities who have similar characteristics to the pupils in Inverclyde schools. The virtual comparator is a measure where, for every one pupil in our statistics, information is gathered relating to 10 similarly attaining students from across Scotland. For example, a school subject taken by 35 students would be compared to 350 pupils of similar ability. Therefore, to outperform our virtual comparators is a good measure of how well the Council is performing against a much larger group of students. Further, the process allows us to see how our pupils' performance compares to a similar group of pupils from across the country; it also helps us undertake self-evaluation and improvement activities.

Inverclyde consistently performs well in terms of educational attainment, given the socio-economic context of the area. We have a high percentage of children living in Scottish Index of Multiple Deprivation (SIMD) areas, however, Inverclyde continues to perform well in comparison to other local authorities.

Allocation of support staff in schools is now done on the basis of a weighted, multi-variable analysis, to ensure that, across a number of relevant factors, support is placed where there is greatest need. The SIMD is a significantly weighted factor in this exercise.

SIMD analysis is now interrogated via the Council's Insight ICT system, alongside SIMD profiling of school populations.

School tracking procedures allow schools and local authorities to analyse performance at regular intervals and by SIMD, gender and ASN/LAC etc.

Next steps:

Benchmarking takes place nationally and with our virtual comparators, using Insight.

Establish benchmarking and measures of attainment/achievement in the context of National Qualifications.

Significantly more analysis will be carried out at departmental and class level to enable targeted intervention, particularly of identified groups.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

CHN 10 % of Adults satisfied with local schools

| CHN 10: % of Adults satisfied with local schools | | | | | | | |
|--|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2015/18 | Ranking | Scotland | Local authority quartile | Change in rank 2013/16-2014/17 | 2014/17 | 2013/16 | 2012/15 |
| 86.33 | 4th | 72.33 | 1st | ↓ 2 places from 2nd | 89.33 | 87.33 | 86.33 |

What the data tells us:

In terms of satisfaction with schools in Inverclyde, the data shows there was a decrease of 3% to 86.33% between 2014/17 and 2015/18. Despite a decline of two places in the national rankings, we retained our position in the first quartile. We are also 14% above the Scottish average for satisfaction with local schools. The range for this indicator is 62.67%-91.33% (Dundee City/Glasgow City and Orkney Islands respectively).

Contextual information:

It is important to capture some element of the quality of children's services in terms of service users' opinions. Currently, the only data source which is comparable across all Scottish local authorities is the Scottish Household Survey.

Inverclyde Council has a £270 million schools programme which is delivering new and refurbished schools across the entire school estate. Our schools have received praise at a national and international level.

Parents also make judgements on school satisfaction based on attainment, achievements and perception of the quality of school provision (Education Scotland reports).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Next steps:

As part of a £270 million investment in the School Estate, the Council has completed the renewal and refurbishment of the entire secondary and ASN estate with the primary school refurbishment programme nearing completion. Proposals for the acceleration of the remaining primary school projects and works across the early years' estate were agreed as part of the Council's 2016 budget-setting process to allow completion of the programme by 2020; this will result in the schools programme being completed five years earlier than originally anticipated. The ongoing programme of works, combined with the closure of a significant number of poor quality buildings, has resulted in a significant improvement in the condition, suitability and sufficiency of the school estate.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are several indicators regarding school leavers that should be considered together:

CHN 11: % of Pupils entering positive destinations

CHN 21: Participation rate for 16-19 year olds (per 100)

| CHN 11: % of Pupils entering positive destinations | | | | | | | |
|--|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| details will be available in March 2019 | | | | | 93 | 94.3 | 94.6 |

| CHN 21: Participation rate for 16-19 year olds (per 100) | | | | | | | |
|--|---------|----------|--------------------------------|-----------------------------------|---------|---------|------------------------------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2013/14 |
| 91.6 | 20th | 91.8 | 3rd | ↓ 5 places from 15th | 91.9 | 91.2 | new indicator for 2015/16 |

What the data tells us:

The positive destination details for the last reporting year will be available in March 2019.

Between 2016/17 and 2017/18, the participation rate decreased very slightly (by 0.3%). Although our 2017/18 figure for this measure is only marginally below the national average (by 0.2%), we dropped five places in the national rankings which meant we moved from the second quartile to the third one. The range for this indicator is 88.7%-97.6% (Dundee City and Eilean Siar respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Contextual information:

The Annual Participation Measure reports on the activity of the wider 16-19 year old cohort, including those at school, and will help to inform policy, planning and service delivery. The Annual Measure takes account of all statuses for individuals over the course of the year, rather than focusing on an individual's status on a single day.

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 |
| | 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 |

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

| | Inverclyde | | Scotland | |
|--|------------|----------------------|----------|----------------------|
| | Year | % of 16-19 year olds | Year | % of 16-19 year olds |
| | 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.

Next steps:

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).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are a number of indicators regarding total tariffs that should be considered together:

- CHN 12a** Overall average total tariff
- CHN 12b** Average total tariff – SIMD Quintile 1
- CHN 12c** Average total tariff – SIMD Quintile 2
- CHN 12d** Average total tariff – SIMD Quintile 3
- CHN 12e** Average total tariff – SIMD Quintile 4
- CHN 12f** Average total tariff – SIMD Quintile 5

| CHN 12a Overall average total tariff | | | | | | | |
|--------------------------------------|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 882 | 18th | 891 | 3rd | ↓ 9 places from 9th | 924 | 889 | 844 |

| CHN 12b Average total tariff – SIMD Quintile 1 | | | | | | | |
|--|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 632 | 13th | 618 | 2nd | ↓ 6 places from 7th | 675 | 682 | 624 |

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

| CHN 12c | | Average total tariff – SIMD Quintile 2 | | | | | |
|--------------------|---------|--|--------------------------|--------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 765 | 16th | 750 | 2nd | ↓ 12 places from 4th | 925 | 839 | 813 |

| CHN 12d | | Average total tariff – SIMD Quintile 3 | | | | | |
|--------------------|---------|--|--------------------------|--------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 1,086 | 3rd | 896 | 1st | ↑ one place from 4th | 1,106 | 923 | 920 |

| CHN 12e | | Average total tariff – SIMD Quintile 4 | | | | | |
|--------------------|---------|--|--------------------------|--------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 1,135 | 5th | 1,016 | 1st | ↓ one place from 4th | 1,215 | 1,141 | 1,080 |

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

| CHN 12f | Average total tariff – SIMD Quintile 5 | | | | | | |
|-----------------------|--|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 1,288 | 4th | 1,221 | 1st | ↑ 6 places from 10th | 1,231 | 1,348 | 1,232 |

What the data tells us:

In 2017/18, our performance for one of the total tariff score indicators improved, while the performance of the other five indicators declined. However, for five of the six measures in this section of the Framework, our performance is above the national average. Comparable details for 2017/18 these indicators are:

| Indicator | | Inverclyde | Scottish average | Range and Councils | |
|-----------|---|------------|---------------------|--------------------|--|
| CHN 12a | Overall average total tariff | 882 | 891 | 686-1,388 | Dundee City and East Renfrewshire respectively |
| CHN 12b | Average total tariff – SIMD Quintile 1 | 632 | 618 | 446-972 | Aberdeen City and East Renfrewshire respectively |
| CHN 12c | Average total tariff – SIMD Quintile 2 | 765 | 750 | 591-1,139 | Aberdeen City and East Renfrewshire respectively |
| CHN 12d | Average total tariff – SIMD Quintile 3 | 1,086 | 896 | 673-1,324 | Moray and East Renfrewshire respectively |
| CHN 12e | Average total tariff – SIMD Quintile 4 | 1,135 | 1,016 | 861-1,369 | Eilean Siar and East Dunbartonshire respectively |

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

| | | | | | |
|----------------|---|-------|-------|-----------|---|
| CHN 12f | Average total tariff – SIMD Quintile 5 | 1,288 | 1,221 | 314-1,527 | Shetland Islands and East Renfrewshire respectively. |
|----------------|---|-------|-------|-----------|---|

Contextual information:

This suite of measures outlines the average total tariff scores for pupils in the senior phase (S6 based on the S4 cohort), including the average total tariff score by SIMD Quintile. An outcome consistently included at both the national and local level across the UK is the desire to increase the educational attainment of children from deprived backgrounds.

Next steps:

These measures are key to closing the attainment gap. Inverclyde's results are very strong in terms of the relative attainment of our pupils when they are compared to young people across the country who live in similar areas. However, the Insight analysis used for national and local benchmarking routinely shows that young people's attainment (their average tariffs scores) are lower in more deprived areas. The less deprived a young person is, the higher their attainment is likely to be. This is something that we hope to address as we seek to close the attainment gap - raising attainment for all, but removing the expectation that pupils are less likely to achieve if they live in deprived areas.

In Inverclyde's educational establishments, implementation of the Attainment Challenge is looking to sustained improvement in literacy and numeracy. School improvement plans also aim to support ongoing improvements in outcomes for Additional Support Needs, *Looked after children* – particularly *looked after children* at home.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are a number of indicators regarding early years that should be considered together:

CHN 17 % of Children meeting developmental milestones

CHN 18 % of Funded early years provision which is graded good/better

| CHN 17 % of Children meeting developmental milestones | | | | | | | |
|---|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| details will be available in June 2019 | | | | | 55.2 | 70.7 | 71.56 |

| CHN 18 % of Funded early years provision which is graded good/better | | | | | | | |
|--|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 95.83 | 8th | 91.03 | 1st | ↓ 7 places from 1st | 100 | 100 | 95.83 |

What the data tells us:

The details for the last reporting year about children meeting their development milestones will be available in June 2019.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Following maximum performance for two consecutive years in terms of our funded early years provision which is graded good/better, our 2017/18 performance for this measure declined slightly to 95.83%. This means that, while we dropped seven places in the national rankings, we retained our position in the first quartile. The range for this indicator is 75.44%-100% (Moray and Stirling respectively).

Contextual information:

It is during our very earliest years that a large part of the pattern for our future adult life is set. The early years are therefore a key opportunity to assess and understand the progress being made in improving outcomes.

The Children and Young People (Scotland) Act 2014 introduced a commitment to the near doubling of entitlement to funded early learning and child care to 1,140 hours a year by 2020 for all three and four year olds and eligible two year olds. The aim is to provide a high quality experience for all children which complements other early years and educational activity to close the attainment gap, and recognise the value of those we entrust to give our children the best start in life.

Next steps:

The first measure is fundamental in pursuing the following aims:

- we want everyone to have the same outcomes and opportunities;
- we identify those at risk of not achieving those outcomes to take steps to prevent that risk materialising;
- we take effective action where the risk has materialised; and
- we work to help parents, families and communities to develop their own solutions, using accessible, high quality public services, as required.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are a number of indicators regarding school attendance and exclusions that should be considered together:

- CHN 19a** School attendance rates (per 100 pupils)
- CHN 19b** School attendance rates (per 100 *looked after children*)
- CHN 20a** School exclusion rates (per 1,000 pupils)
- CHN 20b** School exclusion rates (per 1,000 *looked after children*)

| CHN 19a School attendance rates (per 100 pupils) | | | | | | | |
|---|----------------|-----------------|---|---|----------------|----------------|----------------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| details will be available in March 2019 | | | | | 92.5 | - | 93 |

| CHN 19b School attendance rates (per 100 <i>looked after children</i>) | | | | | | | |
|---|----------------|-----------------|---|---|----------------|----------------|----------------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| details will be available in March 2019 | | | | | 85.88 | - | 89.03 |

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

| CHN 20a | School exclusion rates (per 1,000 pupils) | | | | | | |
|--|---|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| details will be available in June 2019 | | | | | 17.26 | - | 19.7 |

| CHN 20b | School exclusion rates (per 1,000 <i>looked after children</i>) | | | | | | |
|--|--|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2016/17 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| details will be available in June 2019 | | | | | 55.05 | - | 148.33 |

What the data tells us:

While these measures were introduced to the Framework for 2016/17, some historical information is also available. The details for the last reporting year will be available in March and June 2019 (attendance rates and exclusions respectively).

Contextual information:

Good attendance is key to ensuring that every child has the best start in life and has access to support and learning that responds to individual needs and potential. Absence from school, whatever the cause, disrupts learning. Additionally, the role of school attendance in the protection of children is key. Local authorities record information on pupils' attendance and absence from schools and the reasons for this. The details are then used to monitor pupil engagement and to ensure pupils' safety and well-being by following up on pupils who do not attend school.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Information about pupils' attendance and exclusions is also included in the Statutory and Key Performance Indicator reports which are submitted to the Policy and Resources Committee in November each year.

Next steps:

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.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are several indicators regarding vulnerable children that may be considered together:

- CHN 8a** Gross cost of *children looked after* in residential-based services per child per week
- CHN 8b** Gross cost of *children looked after* in a community setting per child per week
- CHN 9** Balance of care for *looked after children* - % of children being looked after in the community
- CHN 22** % of Child protection re-registrations within 18 months
- CHN 23** % of *Looked after children* with more than one placement in the last year (August-July)

| CHN 8a Gross cost of <i>children looked after</i> in residential-based services per child per week | | | | | | | |
|---|---------|----------|--------------------------------|-----------------------------------|----------|----------|----------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| details will be available in March 2019 | | | | | 3,082.00 | 3,200.00 | 3,242.00 |

| CHN 8b Gross cost of <i>children looked after</i> in a community setting per child per week per child per week | | | | | | | |
|---|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| details will be available in March 2019 | | | | | 152.05 | 164.91 | 123.92 |

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

| CHN 9 | Balance of care for <i>looked after children</i> - % of children being looked after in the community | | | | | | |
|---|--|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| details will be available in March 2019 | | | | | 87.61 | 85.02 | 87.08 |

What the data tells us:

The 2017/18 details for these three measures will be available in March 2019.

Contextual information:

In terms of children's social work services, a major cost carried by the Council is the cost of caring for *looked after children* in a residential setting or in a fostering/family placement setting. *Looked after children* may also be cared for in the community. It is therefore suggested that the three indicators above may be looked at alongside each other.

Next steps:

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

| CHN 22 | % of Child protection re-registrations within 18 months | | | | | | |
|---|---|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| details will be available in March 2019 | | | | | 4.26 | 1.75 | 8.47 |

What the data tells us:

The details about child protection re-registrations (within 18 months) in 2017/18 will be available in March 2019.

Contextual information:

Re-registration data shows the number of children on Child Protection Registers (CPRs) who come back on to the Registers. Re-registration rates could suggest that the decision to initially remove them from a CPR was premature and that they are not actually safer. If re-registrations were to increase, it may be reasonable to question whether children were being taken off plans before necessary safeguards have been put in place. It should be noted that the 2016/17 figure represents a very small number of re-registrations and, as such, it is not something the Service is unduly concerned about or deems it appropriate to take additional action on.

Next steps:

The ability to assess immediate risk and anticipate risk in the future is aided by good quality information gathering, consideration of previous patterns as recorded in the child's chronology and the analysis of the impact and availability of support networks for a vulnerable family (via genograms/ecomaps) through periods of challenge and change. Throughout 2018, the Child Protection Committee's improvement action shall focus on improving assessment skills and creating a set of minimum standards for practice which will include supporting and training practitioners to become more confident in the use of standardised tools for information gathering, assessment and risk assessment with the aim of reducing uncertainty and ensuring that recommendations around re-registration are based on clear evidence.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

CHN 23 % of *Looked after children* with more than one placement in the last year (August-July)

| CHN 23 | % of <i>Looked after children</i> with more than one placement in the last year (August-July) | | | | | | |
|---|---|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| details will be available in March 2019 | | | | | 13.3 | 19.81 | 22.01 |

What the data tells us:

The 2017/18 details about *looked after children* with more than one placement in the last year (August-July) will be available in March 2019.

Contextual information:

Councils strive to be the best corporate parents they can be for those children and young people whose needs are best served by being in care. Sound attachment is now well understood as a critical underpinning for a child's healthy growth and development. The need for a safe, stable place to live and for ongoing secure relationships must be central to the child's plan.

While no two cases will be the same, and each child must be placed in a situation that is appropriate to them, the need to secure and maintain attachments is an important factor to be considered in all care planning. Consideration of the most effective means of securing long-term stability for a child should include permanent foster and kinship care, or residential care as a positive option.

Evidence shows that effective and efficient decision-making as early as possible in a child's life produces the most cost-effective interventions.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Next steps:

Good Corporate Parents take responsibility for promoting the wellbeing of all care experienced children and young people by working collaboratively to reduce the barriers and inequalities experienced by looked after children throughout their care journey. Corporate Parenting was a focus area for the Inspection of Children's Services carried out by the Care Inspectorate.

The Citizens' Panel Summer 2017 questionnaire provided the opportunity to consult with local people on the Council's Corporate Parenting duties. The responses provided valuable messages that we can use to inform future communication and training around the needs of looked after children and young people and the effectiveness of Inverclyde's Corporate Parenting planning.

A key issue that looked after children and care leavers often tell us about is the lack of understanding and stigma attached to being in care; more than two thirds (68%) of respondents agreed with this. Fifty-nine per cent of Panel members said they were not aware of the Council's work to support looked after children and young people, confirming that reducing the stigma and barriers experienced by looked after children should continue as a priority for Corporate Parents; this is a priority area for the Proud2Care Group (representing *looked after children* at home, kinship, foster care and residential care) and was an agenda item on the first Champions' Board Meeting held in April 2018.

Focusing on how best we can safeguard and promote the welfare and wellbeing of looked after children and those leaving care, the majority of respondents (91%) rated the need for professionals to work together and the need to listen to children and young people (78%) as being very important. Inverclyde's proposed *Champions' Board* approach to Corporate Parenting will be a key driver in enabling looked after children and care leavers to work with Corporate Parents in shaping and delivering services. Additionally, the Child Protection Committee recognised the potential need to promote the concept of a citizen's role in accessing *early help* and this was taken forward as a priority in 2018.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

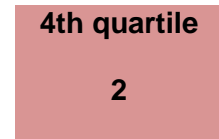
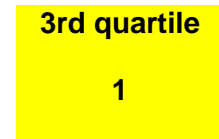
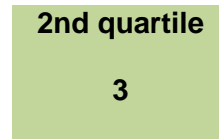
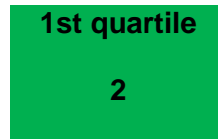
Corporate services

| | | Change in position in the national rankings 2016/17-2017/18 | |
|----------------|---|--|--------------------------------|
| CORP 1 | Support services as a % of total gross expenditure | ● | amber – performance maintained |
| CORP 3b | % of the highest paid 5% employees who are women | ● | red – declined |
| CORP 3c | The gender pay gap | ● | amber – performance maintained |
| CORP 4 | The cost per dwelling of collecting Council Tax | ● | red – declined |
| CORP 6a | The average number of working days per employee lost through sickness absence – teachers | ● | red – declined |
| CORP 6b | The average number of working days per employee lost through sickness absence – all other employees | ● | green – improved |
| CORP 7 | % of Income due from Council Tax received by the end of the year | ● | red – declined |

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

| | | | |
|---------------|---|---|------------------|
| CORP 8 | % of Invoices sampled that were paid within 30 days | ● | green – improved |
|---------------|---|---|------------------|

Corporate services:
8 indicators



SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

CORP 1 Support services as a % of total gross expenditure

| CORP 1: Support services as a % of total gross expenditure | | | | | | | |
|--|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 3.17 | 3rd | 4.45 | 1st | ↔ no change | 3.09 | 2.93 | 3.17 |

What the data tells us:

The data shows that, for the second consecutive year, Inverclyde had the third lowest central support costs as a percentage of total gross expenditure. Although there was a marginal increase in our central support costs (of 0.08%) between 2016/17 and 2017/18, we are still 1.28% below the Scottish average for this measure. Additionally, as our ranking is unchanged at third, we remain in the first quartile. The range for this indicator is 2.2%-7.65% (Shetland Islands and Highland respectively).

Contextual information:

Central support costs are classed as overhead costs for services such as ICT, HR, Legal and Finance. An efficient organisation aims to keep overheads to a minimum. However, we have been working to clarify how the financial information is captured to provide a consistent approach and enable comparisons to be more meaningful. Benchmarking takes place in support areas such as CIPFA accountancy benchmarking and the Society of IT Managers.

Next steps:

We will continue to look for ways to improve efficiency in our support services as part of ongoing self-evaluation and continuous improvement with the aim of reducing overheads overall.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are two equal opportunities indicators that should be considered together:

CORP 3b % of the highest paid 5% employees who are women

CORP 3c The gender pay gap

| CORP 3b: % of the highest paid 5% employees who are women | | | | | | | |
|---|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 53.92 | 15th | 54.60 | 2nd | ↓ 2 places from 13th | 52.94 | 53.2 | 50.63 |

| CORP 3c: The gender pay gap | | | | | | | |
|-----------------------------|---------|----------|--------------------------------|-----------------------------------|---------|---------|------------------------------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 8.71 | 30th | 3.93 | 4th | ↔ no change | 9.3 | 10.89 | new indicator for 2015/16 |

What the data tells us:

The data shows that the number of employees in the highest 5% of earners who are female increased slightly (by 0.98%) in 2017/18. Despite this, our ranking decreased by two places to 15th in Scotland. Additionally, the number of female employees at Inverclyde Council who are in the highest 5% of earners is marginally below the national average (by 0.68%). The range for this indicator is 26.56%-65.19% (Shetland Islands and Stirling respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

The second equal opportunities indicator was introduced by the Improvement Service in 2015/16 to provide a broader view of the gender pay balance across all employees in Councils, as well as a better representation of the progress Scottish local authorities are making in improving equality outcomes. Ultimately, this measure will replace indicator CORP 3b; in the meantime, however, during the transition period, the data for both measures is included in the Framework.

A gender pay gap continues to exist due to the gender make up of key occupational groups. In particular, lower paid jobs such as catering, cleaning and home care predominantly comprise part-time female groups. Councils who have outsourced these groups to external organisations are likely to record a far lower gender pay gap as a result. The key measure for the Council is that we pay equal pay for work of equal value and this is assured through the robust implementation of the Scottish Joint Council's Job Evaluation Scheme in partnership with the trade unions. In addition, independent equality impact assessments are carried out on our pay and grading structure to ensure it meets equality standards and is non-discriminatory. Key to reducing the gender pay gap will be achieving a more even gender split across some of the key employee groups mentioned above and continuing to ensure women are encouraged and developed into senior roles. The range for this indicator is -6.97%-13.7% (Glasgow City and Eilean Siar respectively).

Contextual information:

The Gender Pay Gap is based on a percentage of the Male Average Total Hourly Rate.

In 2017/18, there were 204 employees in the top 5% of earners at Inverclyde Council; of these, 110 were female.


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).

The Council has robust equality management procedures in place. In addition, recruitment and selection procedures are equality impact-assessed to ensure that equality standards are met. Recruitment and selection procedures are also subject to rigorous re-evaluation at regular intervals to ensure equality standards are maintained.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

The gender split of Council employees is 74% female to 26% male. There is a disproportionate number of women working for the Council compared to the wider population of Inverclyde, which is 52% female and 48% male. There continues to be occupational segregation at the Council (as occurs across the country) with more women in primary teaching, caring posts, cleaning and catering posts.

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](#).

Next steps:

Further assessment will be undertaken on the split by gender of grades/salary, access to training opportunities and progression within the Council, to help to establish what is happening regarding occupational segregation and identify ways to tackle it.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are two indicators regarding Council Tax that should be considered together:

CORP 4 The cost per dwelling of collecting Council Tax

CORP 7 % of Income due from Council Tax received by the end of the year

| CORP 4: The cost per dwelling of collecting Council Tax | | | | | | | |
|---|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 12.73 | 29th | 7.35 | 4th | ↓ places from 27th | 12.84 | 12.66 | 12.32 |

| CORP 7: % of Income due from Council Tax received by the end of the year | | | | | | | |
|--|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 95.52 | 24th | 96 | 3rd | ↓ one place from 23rd | 95.32 | 95.12 | 94.8 |

What the data tells us:

Cost per dwelling of collecting Council Tax: The cost per dwelling of collecting Council Tax reduced very slightly (by £0.11) in 2017/18. In terms of comparison with other Councils, as stated in previous years, this figure is not a true comparison as different local authorities include/exclude different factors which reduce their costs. It should also be noted that our cost per dwelling is £5.86 less than it was in 2010/11 when the Framework was introduced.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

The costs for this indicator range from £2.78 in Fife to £27.02 in Eilean Siar. The cost is fairly reflective in terms of the level of resource required to collect Council Tax, particularly due to the demographics in the Inverclyde area combined with the high Benefit caseload.

% of income due from Council Tax received by the end of the year: The percentage of income from Council Tax received by the end of the year increased by 0.2% and was the highest ever achieved by the Council. Despite this improvement, our position in the national rankings dropped by one place. However, it should be noted that the range for this indicator is very small: 93.91% in Dundee City to 97.92% in Orkney Islands. This indicates that all Councils have a similar percentage for this measure, with only a 4.01% difference between the best and poorest performing local authorities.

Contextual information:

Cost per dwelling of collecting Council Tax: The cost of collection represents just 2.2% of the revenue collected and, as part of the 2018/19 budget, a post has been removed from the Team. Officers are monitoring the impact closely to ensure that this does not have a detrimental effect on revenue.

Officers do not believe it is practical to reduce costs further. The Finance Service is confident that the indicator in relation to Inverclyde is accurate and has shown real term reductions in costs over the last few years.

It remains difficult to see how some Councils can have significantly lower costs if they are calculating the rate on the same basis. Therefore, there requires to be more inspection of the detail behind each Council's calculation to ensure a like-for-like comparison is made.

This is an indicator which is reviewed annually by the Directors of Finance and the consistency of reporting costs has been a matter of concern for the Chief Financial Officer and has been raised, but not resolved, amongst his peers.

While there is no formal benchmarking, the Directors of Finance statutory performance indicators are looked at each year and the Finance Service continually looks at best practice and reviews what areas are being charged to this measure. This area is therefore under constant review.

% of income due from Council Tax received by the end of the year: This is an area that is constantly monitored and has been reported in the Corporate Directorate Improvement Plan 2016/19 progress reports. Whilst there is no formal benchmarking, the Chief Financial Officer receives monthly briefings on this

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

area of performance which has been benchmarked since 1993. Performance is regularly reviewed with the Council's debt management partner. A good practice guide issued by the Directors of Finance has been reviewed to identify areas of possible improvement. Previous detailed comparison with a number of Councils with higher overall collection shows that Inverclyde out-performs these local authorities on a Band-by-Band basis and that housing tenure/values are a key influence on this measure.

It should also be noted that some local authorities report Council Tax collection levels using a methodology which inflates collection levels by 1-2% due to the way water and sewerage monies are allocated. While this is a truer way of reporting, if Inverclyde Council was to report in this way, we would show a higher collection figure. The Council's Chief Financial Officer continues not to adopt this approach in order to be consistent with prior years.

Despite the continuing difficult economic climate, in-year Council Tax collections rose in 2017/18. This is testament to the hard work and commitment of the Council's revenue services and effective partnership working with the Council's debt management partner.

Performance is consistently under review and fresh initiatives implemented where it is identified that collection levels could be improved. Finally, the current economic climate continues to make the collection of Council Tax a difficult task.

Next steps:

The cost of collecting Council Tax is reviewed annually through Directors of Finance performance indicators. There is also ongoing monitoring to ensure efficiencies in processes are in place to drive costs down.

In terms of Council Tax collection rates, despite being fairly resource intensive, participation in the Water Direct Scheme with the Department of Work and Pensions will continue. This measure is monitored on a monthly basis. We will also continue to monitor and review performance and look for ways to maximise Council Tax income while keeping costs down.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

CORP 6a The average number of working days per employee lost through sickness absence – Inverclyde Council teachers

CORP 6b The average number of working days per employee lost through sickness absence – all other employees

| CORP 6a: The average number of working days per employee lost through sickness absence – teachers | | | | | | | |
|--|----------------|-----------------|---|---|----------------|----------------|----------------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 5.18 | 9th | 5.93 | 2nd | ↓ 2 places from 7th | 5.2 | 5.5 | 6.42 |

| CORP 6b: The average number of working days per employee lost through sickness absence – all other employees | | | | | | | |
|---|----------------|-----------------|---|---|----------------|----------------|----------------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 10.58 | 10th | 11.41 | 2nd | ↑ 5 places from 15th | 10.86 | 9.48 | 11.11 |

What the data tells us:

The data shows an improvement in the sickness absence rates for both teachers and for all other employees. We are also below the national average for both measures (by 0.75 days and 0.83 days respectively).

The number of days lost due to sickness absence for teachers decreased by 0.02 days between 2016/17 and 2017/18, making last year's figure the lowest for this measure since the LGBF was introduced in 2010/11. Despite this improvement, our national ranking reduced by two places (from seventh place to ninth)

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

which meant we moved from the first quartile to the second one. The range for this indicator is 4.2 days-9.12 days (East Ayrshire and Clackmannanshire respectively).

The number of days lost due to sickness for all other employees also decreased - by 0.28 days - resulting in an improvement of five places in the national rankings. The range for this indicator is 8.36 days-16.78 days (East Ayrshire and Clackmannanshire respectively).

Contextual information:

The Council is committed to reducing the absence rates. 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 we must reduce. A challenging absence rate of nine work days per full-time equivalent employee has been set and the Council will continue to work to improve absence rates.

Through robust absence management procedures, the Council endeavours to support employees and reduce the level of absence. Reasons for absence are analysed and, through working with colleagues in Council Services, targeted interventions are in place. Since 2013, a series of absence *frequently asked questions* sessions have been arranged to assist managers in dealing with absence cases more effectively.

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 at the Council. Strategies are in place to have employees with those issues fast-tracked to HR so that support can be provided as quickly as possible. We also have an on-line attendance management form which has made the escalation of absence cases to HR more efficient and easier for Council Services.

Council Services that have higher than average absence rates are targeted with HR support, as required. In addition, the Supporting Employee Attendance Policy is actively promoted in those Services.

Council Services have access to absence reports which allow them to monitor absence on a continuous basis, ensuring Services take ownership of absence. Directorates are also provided with quarterly absence information as part of their quarterly Workforce Information Activity Reports.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

We have 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 well as being an external statutory performance indicator, absence is an internal key performance indicator which is analysed quarterly and reported to the Policy and Resources Committee. Absence statistics are also submitted to Service Committees by all Council Services to allow scrutiny to be undertaken at a Service Committee level.

Next steps:

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).

Although guidelines are available to all Councils around how data is collected and analysed, we continue to seek information to ensure we are comparing like-for-like as some local authorities operate manual absence recording systems and others collect data electronically.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

CORP 8 Payment of invoices: % of invoices sampled that were paid within 30 days

| CORP 8: Payment of invoices: % of invoices sampled that were paid within 30 days | | | | | | | |
|---|----------------|-----------------|---|---|----------------|----------------|----------------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 97.13 | 1st | 93.19 | 1st | ↑ 4 places from 5th | 96.65 | 96.48 | 96.59 |

What the data tells us:

The data shows that Inverclyde was the top performing authority for this measure during the last reporting year. Additionally, in 2017/18, the percentage of invoices that were paid within 30 days was the highest ever achieved by the Council. Our national ranking improved by four places and we retained our position in the first quartile. Our performance for this measure also comfortably exceeds the Scottish average (by 3.94%). The range for this indicator is 78.02%-97.13% (Scottish Borders and Inverclyde respectively).

Contextual information:

The Council is constantly looking to see where it can improve efficiency and this is an area where the Council has made significant efficiencies in the past. The Team has been reduced in size as the result of budget savings and indications are that, in 2018/19, performance has reduced, albeit our performance still places the Council in the top quartile.

Like all areas within Finance, officers are constantly looking to see where efficiency can be improved.

This information is reviewed annually through the Directors of Finance performance indicators. Performance is also monitored on a monthly basis and reported through the Corporate Directorate Improvement Plan 2016/19 progress reports.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Next steps:

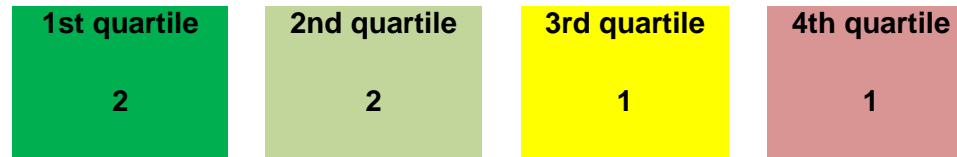
Our focus is to maintain performance and look to see where we can improve payment times to our local suppliers to 20 days rather than the statutory 30 days. While this will not make a difference to this indicator, it will improve cash flow to local businesses.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Adult social care

| | | Change in position in the national rankings 2016/17-2017/18 | |
|--------------|--|---|------------------|
| SW 1 | Home care costs per hour for people aged 65 or over | ● | red – declined |
| SW 2 | New description: Self-directed support (Direct Payments and Managed Personalised Budgets) spend on adults 18+ as a % of total social work spend on adults 18+ | ● | green – improved |
| SW 3a | New description: % of People aged 65 and over with long-term care needs who receive personal care at home | ● | green – improved |
| SW 4a | % of Adults receiving any care or support who rate it as excellent or good | ● | green – improved |
| SW 4b | % of Adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life | ● | red – declined |
| SW 5 | Residential costs per week per resident for people aged 65 or over | ● | green – improved |

Adult social care:
6 indicators



SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

SW 1 Home care costs per hour for people aged 65 or over

| SW 1: Home care costs per hour for people aged 65 or over | | | | | | | |
|---|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 27.37 | 22nd | 23.76 | 3rd | ↓ 4 places from 18th | 23.87 | 20.53 | 13.43 |

What the data tells us:

The data shows that home care costs per hour for people aged 65 or over increased by £3.50 in 2017/18. The increase is due to pay awards, increments, reallocation of staff to home care and an increase in equal pay provision. The range for this indicator is £13.28-£46.76 (Clackmannanshire and Shetland Islands respectively).

The data used to report this indicator comes from the annual Social Care Survey. The home care element of the return is based on the number of scheduled home care hours at one week in March each year. Scheduled hours vary from the actual hours delivered for a number of operational reasons (such as cancelled visits). The annual return data is aggregated up for this indicator to show an indicative number of total hours of home care delivered for the year for each local authority area. This means that the data used to calculate the average hourly rate is likely to be inflated.

Contextual information:

Home care is delivered in the client's home (including sheltered housing) and may include personal care, domestic help, laundry services, shopping services, and care attendant schemes.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Home care is a priority area for the Council to enact a shift in the balance of care and the move to Reablement and meeting the intensive needs of the client base. We are routinely improving our recording and reporting of care at home so this improvement in data management and new system implementation accounts for the difference from previous reports, as well as the distinctions explained above between scheduled hours reporting and actual hours reporting.

Benchmarking continues to take place via the National Community Care Benchmarking Network and quarterly performance service reviews.

Next steps:

We will continue to monitor performance through quarterly performance service reviews. Improved recording and reporting of home care data is a priority area for the HSCP.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

SW 2 Self-directed support (Direct Payments and Managed Personalised Budgets) spend on adults 18+ as a % of total social work spend on adults 18+

| SW 2: Self-directed support (Direct Payments and Managed Personalised Budgets) spend on adults 18+ as a % of total social work spend on adults 18+ | | | | | | | |
|---|----------------|-----------------|---|---|----------------|----------------|----------------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 5.56 | 12th | 6.74 | 2nd | ↑ one place from 13th | 4.86 | 4.63 | 1.04 |

What the data tells us:

The performance data shows self-directed support (SDS) spending on adults aged 18+ as a percentage of total social work spend on adults 18+ increased by 0.7% in 2017/18; our ranking subsequently changed from 13th to 12th. The range for this indicator is 1.09%-21.14% (Dundee City and Glasgow City respectively).

Contextual information:

SDS allows people who need support to choose how their support needs will be met. This is a priority area for the Council as The Social Care (SDS) (Scotland) Act 2013 requires local authorities to offer people four choices on how their assessed social care is delivered. Initially, there was a slow uptake in SDS in Inverclyde, however, the pace has steadily increased from 2015/16. The focus has been on the development of processes to ensure people have been made aware of the Options and that this is supported with fair and equitable access to services. Recording of SDS options has also improved and this is, in part, the reason for the reported increase in performance, as well as some improvement in take up of Options 1 and 2. Staff training has been completed to tie outcome-based assessments with the options for SDS. Robust resource allocations are being developed along with public information and briefing sessions for providers. Performance is monitored through quarterly performance service reviews and the SDS Implementation Group.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

The total spend on social work for adults 18+ reduced in 2016/17 whereas the SDS spend remained almost in line with the 2015/16 level which resulted in the increase to 4.86%. Additionally, a change in how the LFR is presented since 2015/16 has resulted in grossed up charges being excluded from *Older People all other expenditure*; had this been included, the percentage figure would have been 0.3% less.

Next steps:

The next step is to further progress the implementation of the legislation. Work will progress the roll out of the new service user contract for Option 1 and the development of an individual service framework for Option 2. Systems will be developed to capture activity information to track service changes to ensure they form a baseline for developing commission planning.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

SW 3a % of People aged 65 and over with long-term care needs who receive personal care at home

| SW 3a: % of People aged 65 and over with long-term care needs who receive personal care at home | | | | | | | |
|---|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 67.78 | 6th | 61.72 | 1st | ↑ 5 places from 11th | 64.86 | 64.12 | 59.07 |

What the data tells us:

The data shows that the percentage of people aged 65+ with intensive needs receiving care at home increased by 2.92% during 2017/18. Our national ranking therefore changed from 11th to 6th out of the 32 Scottish local authorities. The range for this indicator is 42.57%-73.68% (Fife and Shetland Islands respectively).

Contextual information:

This indicator measures the extent to which the Council is maintaining people with long-term care needs in the community. Home care is one of the most important services provided by local authorities to support people with community care needs to remain at home. There is significant evidence that this helps them remain more independent for longer.

Increasing the flexibility of the service is a key policy objective for both Central and Local Government, to ensure that people receive the type of assistance they need, when they need it. This measure demonstrates the Council's progress towards the policy goal of shifting the balance of care.

A change in the 2015/16 guidance for the collection of continuing care data may affect comparability with figures for previous years. The Scottish Government is examining options to resolve this matter which may result in an update to the data presented here.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

This is another priority area for the Council, to enact a shift in the balance of care and the move to Reablement and meeting the intensive needs of the service user base. One concern highlighted in making comparisons with other Councils is that the national population-based vulnerable profile is set at age 75+. In Inverclyde, this population is relevant at a lower age.

As noted at indicator *SW1: Home care costs per hour for people aged 65 or over*, this data is based on a snapshot of the service during one week in March. Additionally, the variation between actual and planned hours, as well as changes in the way data is recorded, impacts on the accuracy of the information. It is very difficult to capture the level of ongoing activity in the home care service as the snapshot does not reflect the number of people entering and leaving the service.

The strategic approach to shifting the balance of care to ensure more people receive support in their own homes is impacted by demographic factors such as an increasing older and frailer population requiring support. The effectiveness of this is evidenced by the reduction in the number of people aged over 65 moving to live in a care home on a permanent basis. The actual numbers of service users receiving home care has remained fairly steady with a 6.5% increase from 2014 to 2017; this is in part due to the effectiveness of the Reablement service where at least a third of service users following Reablement do not require a support package in terms of ongoing service.

Performance is monitored through quarterly performance service reviews. Some benchmarking has been undertaken via the Scottish Community Care Benchmarking Network.

Next steps:

To continue monitoring through quarterly performance reviews and focus on the action plan measures, as noted above.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are two social work satisfaction measures that should be considered together:

SW 4a % of Adults receiving any care or support who rate it as excellent or good

SW 4b % of Adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life

| SW 4a: % of Adults receiving any care or support who rate it as excellent or good | | | | | | | |
|---|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2015/16-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 83.46 | 8th | 80.18 | 1st | ↑ one place from 9th | - | 83.68 | 87.18 |

| SW 4b: % of Adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life | | | | | | | |
|--|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2015/16-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 76.56 | 25th | 79.97 | 4th | ↓ 21 places from 4th | - | 88.39 | 85.96 |

What the data tells us:

The data shows that the vast majority of adults (83.46%) who receive any care or support in Inverclyde rated it as excellent or good in 2017/18. This meant that our position in the national rankings improved by one place, taking us from the second quarter to the first one. We are also above the national average for this measure (by 3.28%). The range for this indicator is 71.35%-94.32% (Midlothian and Orkney Islands respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Between 2015/16 and 2017/18, there was a drop in the number of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life. This resulted in our position in the national rankings declining by 21 places to 25th, which places us in the fourth quartile. The range for this indicator is 70.65%-96.57% (Eilean Siar and Orkney Islands respectively).

Contextual information:

These indicators measure user satisfaction with social care services and the perceived impact this care has on the outcomes experienced. The data is taken from the Scottish Health and Care Experience Survey. The Survey – which can be completed online, by telephone or via a paper questionnaire which is returned by post – asks about people's experiences of accessing and using their GP Practice and Out of Hours Services; aspects of care and support provided by local authorities and other organisations; and caring responsibilities and related support.

Between 2015/16 and 2017/18, there was a drop of 24% in the number of local people who responded to the Survey; this may partially account for the decline in the performance of Indicator SW 4b. It is also worth noting that the change in performance of the Scotland-wide figures for this measure broadly reflects our performance i.e. between 2015/16 and 2017/18, the national figure fell from 84% to 79.97%, a drop of 4.03%.

It should also be noted that the results of feedback forms received by Care at Home services show a result of 99% for Indicator 4a and 100% for 4b.

Next steps:

We will continue to monitor satisfaction with HSCP services by analysis of feedback from service users and carers and of complaints and compliments.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

SW 5 Residential costs per week per resident for people aged 65 or over

| SW 5: Residential costs per week per resident for people aged 65 or over | | | | | | | |
|--|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 379.00 | 15th | 386.00 | 2nd | ↑ 3 places from 18th | 385.00 | 370.00 | 332.00 |

What the data tells us:

The data shows that our net cost of residential care for older adults (65+) per week decreased by £6.00 in 2017/18. The range for this indicator is £195.00-£1,349.00 (Dumfries and Galloway and Shetland Islands respectively).

When the 2014/15 figure for the above indicator was calculated, the number of places in residential care for older adults (65+) was higher than our internal records indicated. The Council liaised with the Improvement Service regarding this matter and it has been established that some residents have been double counted because they have more than one care type. The agreed number of people has now been revised accordingly. The impact of this amendment is that the average weekly cost per resident in 2014/15 would change from £316.52 to £351.87. The Improvement Service confirmed that the 2014/15 figure for this measure would be updated when the Framework was refreshed in March 2017. As this has not been actioned, the Council contacted the Improvement Service again and it has been agreed that the historical information will be updated when the Framework was refreshed in March 2018.

The 2016/17 figure for this measure is incorrect because the care homes figure used to calculate the indicator was wrong, together with the number of long stay residents aged 65+. The Council contacted the Improvement Service regarding this matter and it has been agreed that the 2016/17 figure will be updated when the Framework was refreshed in March 2018. The refreshed figure is expected to be in line with the Scottish average.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Contextual information:

This comes from, and is linked to, the other priority indicators in this set of adult social care measures which is to positively impact and *shift the balance of care* for this area of the population and to allow them to be cared for at home or in other community-based settings as opposed to permanent residential care settings. The fluctuations in the reported figure can be dependent on the number of placements Inverclyde has funded, as well as the balance between Social Work-funded placements and those that are funded through Free Personal Care (FPC).

Next steps:

Explore this further and conduct further in-depth analysis and benchmarking of the data. Examine the impact of the balance of funding between FPC and Social Work on these figures, benchmarking with partners.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

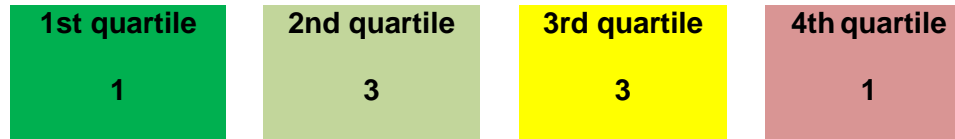
Culture and leisure services

| | | Change in position in the national rankings 2016/17-2017/18 | |
|-------------------|--|---|--------------------------------|
| C&L 1 | Cost per attendance at sport facilities | ● | red – declined |
| C&L 2 | Cost per library visit | ● | amber – performance maintained |
| C&L 3 | Cost of museums per visit | ● | red – declined |
| C&L 4 | Cost of parks and open spaces per 1,000 population | ● | green – improved |
| C&L 5a | % of Adults satisfied with libraries | ● | green – improved |
| C&L 5b | % of Adults satisfied with parks and open spaces | ● | green – improved |
| C&L 5c | % of Adults satisfied with museums and galleries | ● | red – declined |
| | | | |

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

| | | | |
|-------------------|---|---|--------------------------------------|
| C&L 5d | % of Adults satisfied with leisure facilities | ● | amber – performance maintained |
|-------------------|---|---|--------------------------------------|

Culture and leisure
services: 8 indicators



SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are two indicators that should be considered together regarding sport and leisure facilities:

- C&L 1** Cost per attendance at sport facilities
C&L 5d % of adults satisfied with leisure facilities

| C&L 1: Cost per attendance at sport facilities | | | | | | | |
|--|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 2.47 | 17th | 2.71 | 3rd | ↓ 10 places from 7th | 1.85 | 2.02 | 1.60 |

| C&L 5d: % of adults satisfied with leisure facilities | | | | | | | |
|---|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2015/18 | Ranking | Scotland | Local authority quartile | Change in rank 2014/17-2015/18 | 2014/17 | 2013/16 | 2012/15 |
| 87 | 3rd | 72.67 | 1st | ↔ no change | 89.67 | 88 | 89.33 |

What the data tells us:

There was a small increase (of £0.62) in the cost per attendance at sport facilities in 2017/18. We are now positioned 17th in Scotland for this measure, a decline of 10 places, which takes us into the third quartile. However, our costs are £0.24 below the Scottish average. The range for this indicator is £0.70-£4.75 (Shetland Islands and Glasgow City respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Satisfaction data has been sourced from the Scottish Household Survey. The percentage of adults satisfied with leisure facilities is the third highest in Scotland for the fifth consecutive time period, despite dropping slightly (by 2.67%) between 2014/17 and 2015/18. This reflects the significant investment in facilities in Inverclyde. The range for this indicator is 41.67%-90.33% (Dumfries and Galloway and Shetland Islands respectively).

Contextual information:

The costs are largely set in consultation with Inverclyde Leisure and are therefore not solely in the Council's control.

Leisure services in Inverclyde are managed by Inverclyde Leisure on behalf of the Council. Leisure facilities have benefitted from significant investment which may have resulted in the high rates of satisfaction. In 2008, Inverclyde Council pledged £23 million over five years to deliver new and refurbished leisure facilities across Inverclyde which include a £6 million community stadium at Parklea in Port Glasgow and a £1.8 million refurbishment of Ravenscraig Stadium.

Next steps:

The service will continue to look for opportunities to provide better value for money and deliver efficiencies on an ongoing basis.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are two indicators that should be considered together regarding libraries:

C&L 2 Cost per library visit

C&L 5a % of Adults satisfied with libraries

| C&L 2: Cost per library visit | | | | | | | |
|-------------------------------|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 3.10 | 18th | 2.08 | 3rd | ↔ no change | 2.90 | 3.07 | 3.52 |

| C&L 5a: % of Adults satisfied with libraries | | | | | | | |
|--|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2015/18 | Ranking | Scotland | Local authority quartile | Change in rank 2014/17-2015/18 | 2014/17 | 2013/16 | 2012/15 |
| 78.67 | 9th | 73 | 2nd | ↑ 4 places from 13th | 79.33 | 80.67 | 81 |

What the data tells us:

The data shows that the cost per library visit rose slightly in 2017/18 (by £0.20). Despite this small increase, our position in the national rankings was unchanged at 18th. The range for this indicator is £0.76-£5.19 (South Ayrshire and East Ayrshire respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Despite a very small drop (of 0.66%), satisfaction levels with local libraries remained high in 2015/18 (at 78.67%). Our ranking also improved from 13th place to ninth and we retained our position in the second quartile for this measure. It should be noted that Scottish Household Survey data includes all respondents and not just those who are library users. The range for this indicator is 52.33%-93.33% (Scottish Borders and Orkney Islands respectively).

Contextual information:

The Council's library staff work hard to encourage people to visit local libraries. We were therefore encouraged to see an improvement of almost 11,000 visitors between 2016/17 and 2017/18. 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.

While the cost of running Inverclyde libraries compares well to all other authorities, a number of factors affect the total number of visits recorded:


- we have fewer libraries than the Scottish average;
- our libraries are smaller with shorter opening hours than the Scottish average;
- all our libraries except one are stand-alone (many other authorities have public libraries in schools, sports centres etc); and
- many areas of Inverclyde have comparatively low levels of literacy.

Additionally, visitor figures include *virtual visits*; however, as there is no standard definition of this, different authorities may be counting different things. We also conduct extensive outreach work in locations like family centres, nurseries and HMP Greenock, and this use of library services is difficult to capture and reflect as a *visit*.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Next steps:

Inverclyde Council's libraries service undertakes robust self-evaluation and has a service improvement plan in place. The service also undertakes benchmarking with similar-sized authorities across the central belt of Scotland and contributes to the Family Group benchmarking facilitated by the Improvement Service with the aim of further improving services.

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

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are two indicators which should be considered together regarding museums:

C&L 3 Cost of museums per visit

C&L 5c % of Adults satisfied with museums and galleries

| C&L 3: Cost of museums per visit | | | | | | | |
|----------------------------------|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 12.34 | 28th | 3.49 | 4th | ↓ 10 places from 18th | 4.09 | 3.73 | 4.16 |

| C&L 5c: % of adults satisfied with museums and galleries | | | | | | | |
|--|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2015/18 | Ranking | Scotland | Local authority quartile | Change in rank 2014/17-2015/18 | 2014/17 | 2013/16 | 2012/15 |
| 72.67 | 10th | 70 | 2nd | ↓ 2 places from 8th | 79.67 | 82 | 82.33 |

What the data tells us:

The data shows that the cost per visit to the Museum increased by more than two thirds (£8.25) in 2017/18. This resulted in our position in the national rankings dropping by 10 places to 28th, which took us from the third quartile to the fourth one during the last reporting year. The range for this indicator is £0.21-£43.06 (Argyll and Bute and Renfrewshire respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

The percentage of adults satisfied with museums and galleries fell by 7%. Our ranking subsequently declined from eighth place to tenth, which meant we moved from quartile one to quartile two for this measure. However, we are above the Scottish average in terms of satisfaction with museums and galleries (by 2.67%). The range for this indicator is 40.67%-90.33% (Scottish Borders and Orkney Islands respectively).

Contextual information:

As the McLean Museum and Art Gallery has been closed for refurbishment since December 2016, the figure used to calculate the Museum cost per visit is entirely based on *virtual* visits, for example, people looking at the museum pages on the Council website and the Museum's online collection database *Collections Online*. Although a temporary *pop up* library, archive and museum operated at the Inverclyde Heritage Hub from the Business Store, Cathcart Street, from August 2017-December 2018, the visits to this facility are captured within the Libraries cost per visit and not the Museum cost per visit figure.

It is therefore pleasing to note that, despite these closures, more than 70% of adults expressed satisfaction with the relevant facilities in Inverclyde.

The Museum provides a comprehensive service over a number of disciplines including fine art, local history and world cultures to local users and tourists, together with extensive on-line collections information. The high quality collections include items of national and international importance. The Museum is one of Scotland's largest out with the cities. Cities have a higher potential visiting population, so costs per visit for the McLean are relatively higher given the smaller local population which it serves directly. Additionally, Inverclyde is not yet a fully developed tourist destination so the potential number of tourists visiting the area remains low.

Next steps:

The Museum is currently closed for refurbishment and it is hoped that visitor figures will increase once it re-opens. In the meantime, a temporary museum and library facility opened was set up in the former Business Store building between Summer 2017 and December 2018. In addition, the McLean Museum's online catalogue, which contains almost 8,000 illustrated records, is available to view via this web link: [McLean Museum Collections On-Line](#). The Museum has a service improvement plan in place and benchmarks its services against others in Scotland by contributing to the relevant Improvement Service Family Groups.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are two indicators that should be considered together regarding parks and open spaces:

C&L 4 Cost of parks and open spaces per 1,000 population

C&L 5b % of Adults satisfied with parks and open spaces

| C&L 4: Cost of parks and open spaces per 1,000 population | | | | | | | |
|---|---------|-----------|--------------------------------|-----------------------------------|-----------|-----------|-----------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 23,464.00 | 23rd | 19,814.00 | 3rd | ↑ 8 places from 31st | 33,494.00 | 32,505.00 | 41,557.00 |

| C&L 5b: % of Adults satisfied with parks and open spaces | | | | | | | |
|--|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2015/18 | Ranking | Scotland | Local authority quartile | Change in rank 2014/17-2015/18 | 2014/17 | 2013/16 | 2012/15 |
| 88.33 | 10th | 85.67 | 2nd | ↑ 5 places from 15th | 87.67 | 85.33 | 84.33 |

What the data tells us:

Between 2016/17 and 2017/18, there was a significant reduction (of £10,030) in the cost of parks and open spaces per 1,000 population. This resulted in an improved position in the national rankings, taking us from 31st position to 23rd, which means we move from the fourth quartile to the third one. However, our costs are £3,650 higher than the Scottish average. The range for this indicator is £891.00-£39,627.00 (Eilean Siar and West Dunbartonshire respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Satisfaction data has been extracted from the Scottish Household Survey. There was a small increase (of 0.66%) regarding satisfaction with parks and open spaces in 2015/18. Our ranking subsequently improved by five places to 10th, which means we retain our position in the second quartile. The range for this indicator is 70.33%-93% (Eilean Siar and South Ayrshire respectively).

Contextual information:

Parks and open spaces is a priority improvement area for the Council, particularly the provision of refurbished play areas. Inverclyde has a declining population whilst the parks establishment remains static, which helps account for increasing costs.

Next steps:









Service improvement efficiencies will continue to be introduced to reduce costs.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Environmental services

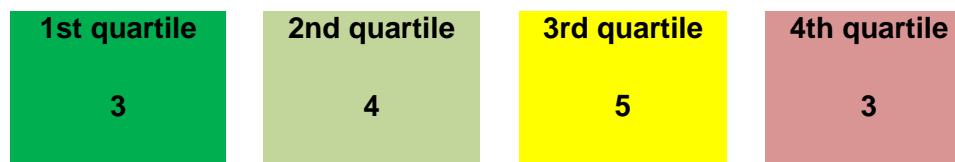
| | | Change in position in the national rankings 2016/17-2017/18 | |
|---------------|--|---|--------------------------------|
| ENV 1a | Net cost per waste collection per premise | ● | red – declined |
| ENV 2a | Net cost of waste disposal per premise | ● | green – improved |
| ENV 3a | Net cost of street cleaning per 1,000 population | ● | amber – performance maintained |
| ENV 3c | Street Cleanliness Score | ● | red – declined |
| ENV 4a | Cost of maintenance per kilometre of roads | ● | red – declined |
| ENV 4b | % of A class roads that should be considered for maintenance treatment | ● | green – improved |
| ENV 4c | % of B class roads that should be considered for maintenance treatment | ● | green – improved |

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

| | | | |
|---------------|---|---|--------------------------------------|
| ENV 4d | % of C class roads that should be considered for maintenance treatment |  | green – improved |
| ENV 4e | % of Unclassified roads that should be considered for maintenance treatment |  | green – improved |
| ENV 5 | Cost of trading standards and environmental health per 1,000 population |  | amber – performance maintained |
| ENV 5a | Cost of trading standards, money advice and citizen advice per 1,000 |  | red – declined |
| ENV 5b | Cost of environmental health per 1,000 population |  | green – improved |
| ENV 6 | % of Total household waste arising that is recycled |  | green – improved |
| ENV 7a | % of Adults satisfied with refuse collection |  | red – declined |
| ENV 7b | % of Adults satisfied with street cleaning |  | amber – performance maintained |

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Environmental services:
15 indicators



SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are several indicators that can be considered together regarding waste management:

- ENV 1a** Net cost per waste collection per premise
- ENV 2a** Net cost of waste disposal per premise
- ENV 6** % of Total household waste arising that is recycled
- ENV 7a** % of Adults satisfied with refuse collection

| ENV 1a: Net cost per waste collection per premise | | | | | | | |
|--|----------------|-----------------|---|---|----------------|----------------|----------------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 40.04 | 2nd | 65.98 | 1st | ↓ one place from 1st | 35.57 | 41.64 | 39.80 |

| ENV 2a: Net cost of waste disposal per premise | | | | | | | |
|---|----------------|-----------------|---|---|----------------|----------------|----------------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 90.54 | 12th | 98.42 | 2nd | ↑ 5 places from 17th | 96.24 | 86.23 | 85.01 |

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

| ENV 6: % of Total household waste arising that is recycled | | | | | | | |
|--|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 57.21 | 5th | 45.6 | 1st | ↑ 5 places from 10th | 53.44 | 54.72 | 56.8 |

| ENV 7a: % of Adults satisfied with refuse collection | | | | | | | |
|--|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2015/18 | Ranking | Scotland | Local authority quartile | Change in rank 2014/17-2015/18 | 2014/17 | 2013/16 | 2012/15 |
| 90 | 3rd | 78.67 | 1st | ↓ one place from 2nd | 91.33 | 93 | 91 |

What the data tells us:

In 2017/18, our net cost of waste collection reduced by £4.47. Our ranking subsequently declined by one place to second, however, our costs are still considerably below the Scottish average (by £25.94). The range for this indicator is £38.63-£109.67 (West Dunbartonshire and Stirling respectively).

During the last reporting year, our net cost per waste disposal per premise also reduced (by £5.70); this resulted in our ranking improving by five places to 12th, which takes us from the third quartile to the second one. Our costs are also comfortably below the Scottish average (by £7.88). The range for this indicator is £70.81-£185.28 (East Ayrshire and Argyll and Bute respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Our recycling performance increased by 3.77% to 57.21% in 2017/18, making last year's figure the highest for this measure since the LGBF was introduced in 2010/11. This improved performance resulted in an increase of five places to fifth in the national rankings, which means we move from quartile two to the first quartile for this measure. Our performance is also 11.61% above the Scottish average. The range for this indicator is 7.98%-67.15% (Shetland Islands and East Renfrewshire respectively). Reducing landfill tonnages and increasing recycling tonnages increases performance and also costs less as landfill is charged at a higher rate than other processing.

The data regarding satisfaction with refuse collection was sourced from the Scottish Household Survey. There was a very small decrease (of 1.33%) in the satisfaction rate with refuse collection in Inverclyde; despite this, we retained our position in quartile one in the national rankings. Additionally, our score is still very high at 90% which is 11.33% above the Scottish average. The range for this indicator is 63.33%-92% (Edinburgh City and Shetland Islands respectively).

Contextual information:

Inverclyde's waste costs are traditionally low compared to other local authorities. The cost of waste collection is determined by the types of services offered and the geographical spread of households (urban or rural). The population trend in Inverclyde is decreasing which impacts on the number of premises. Waste disposal costs on the other hand are centralised and not subject to the location and proximity of premises.

Following the introduction of the Council's Vehicle Tracking System, we carried out a route optimisation exercise which resulted in the reduction of two front-line collection vehicles: one refuse collection vehicle and one food waste vehicle.

The introduction of additional recycling services, for example, our food waste collection service to domestic and commercial premises, had the desired effect of reducing the amount of waste sent to landfill and, in conjunction with that, we experienced a decline in overall waste arisings.

The Council continues to promote its domestic recycling and waste reduction messages. For example, three years ago, we implemented a new segregated glass collection service from the kerbside with the aim of enhancing our performance.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Performance information in relation to waste management is regularly monitored. Trend analysis is carried out internally and reported through the Council's website. Investment in the redevelopment of our recycling centres is complete with our Pottery Street Recycling Centre benefiting from a £1 million refurbishment; the improved facilities at the Recycling Centre include a new access road for cars and vans and a one-way loop providing access to a series of designated recycling bays and bins.

Through intensive communication work and investment in the food waste service, along with the segregated glass collection service and the refurbished Pottery Street Recycling Centre, we enjoy very high levels of customer satisfaction with refuse collection, putting Inverclyde Council in the first quartile for this indicator. The satisfaction rates published by the Scottish Household Survey reflect positively on the service and will be influenced by high levels of service, good quality of communication, responsiveness to customers, helpful staff and consistent services

In partnership with the Improvement Service, Inverclyde Council is participating in a pilot benchmarking initiative on the subject of waste. The project aims to assess performance and deliver improvements across a number of Councils.

Next steps:

The service will re-structure routes and identify improvements in capacity, where possible. In 2015/16, we reviewed our existing residual and Materials Recycling Facility contracts with a view to identifying improvements in service delivery and opportunities to improve our recycling performance accordingly.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are three indicators regarding street cleaning which should be considered together:

ENV 3a Net cost of street cleaning per 1,000 population

ENV 3c Street Cleanliness Score

ENV 7b % Adults satisfied with street cleaning

| ENV 3a: Net cost of street cleaning per 1,000 population | | | | | | | |
|--|---------|-----------|--------------------------------|-----------------------------------|-----------|-----------|-----------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 18,017.00 | 28th | 15,551.00 | 4th | ↔ no change | 17,803.00 | 17,045.00 | 19,418.00 |

| ENV 3c: Street Cleanliness Score | | | | | | | |
|----------------------------------|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 87.1 | 29th | 92.2 | 4th | ↓ 10 places from 19th | 94.31 | 94.4 | 93.66 |

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

| ENV 7b: % of Adults satisfied with street cleaning | | | | | | | |
|--|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2015/18 | Ranking | Scotland | Local authority quartile | Change in rank 2014/17-2015/18 | 2014/17 | 2013/16 | 2012/15 |
| 73.33 | 13th | 69.67 | 2nd | ↔ no change | 75.67 | 78.67 | 78.67 |

What the data tells us:

Between 2016/17 and 2017/18, the cost of street cleaning increased slightly (by £214); despite this, our position in the national rankings was unchanged at 28th which puts us in the fourth quartile. Our street cleaning costs are also £2,466.00 higher than the national average. The range for this indicator is £4,915.00-£36,496.00 (Highland and Glasgow City respectively).

Following a consistently high performance during the previous three reporting years, our overall cleanliness index score fell by 7.21 in 2017/18; this resulted in our ranking dropping by 10 places to 29th. While this means we are now in the fourth quartile for this measure, the impact of significant investment in this area would not effect a major change in performance for Inverclyde. The range for this measure is 85.78-98.21 (Aberdeen City and Orkney Islands respectively).

In 2015/18, Inverclyde's performance for the indicator which measures satisfaction with street cleaning dropped slightly (by 2.34%). However, our score is 3.66% higher than the national average. The range for this indicator is 59.33%-82.67% (Glasgow City and East Lothian respectively).

Contextual information:

Inverclyde's population is declining whilst streets establishment is static or, in some instances, increasing. The efficiencies and operational measures introduced to date have already improved the street cleaning service's performance and these will continue to be developed with the expectation that further improvements will be achieved in future years.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

In partnership with the Improvement Service, Inverclyde Council is participating in a benchmarking initiative on the subject of street cleaning. The project aims to assess performance and deliver improvements across a number of Councils.

Next steps:

Benchmarking already takes place through the Local Environmental Audit and Management System and service efficiencies are being introduced to further reduce costs.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are several indicators regarding roads maintenance which should be considered together:

- ENV 4a** Cost of maintenance per kilometre of roads
- ENV 4b** % of A class roads that should be considered for maintenance treatment
- ENV 4c** % of B class roads that should be considered for maintenance treatment
- ENV 4d** % of C class roads that should be considered for maintenance treatment
- ENV 4e** % of unclassified class roads that should be considered for maintenance treatment

| ENV 4a: Cost of maintenance per kilometre of roads | | | | | | | |
|---|----------------|------------------|---|---|------------------|------------------|------------------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 26,571.00 | 31st | 10,547.00 | 4th | ↓ one place from 30th | 26,053.00 | 21,868.00 | 19,960.00 |

| ENV 4b: % of A class roads that should be considered for maintenance treatment | | | | | | | |
|---|----------------|-----------------|---|---|----------------|----------------|----------------|
| Inverclyde 2016/18 | Ranking | Scotland | Local authority quartile | Change in rank 2015/17-2016/18 | 2015/17 | 2014/16 | 2013/15 |
| 24.1 | 12th | 30.16 | 2nd | ↑ 12 places from 24th | 29.63 | 31.17 | 33.89 |

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

| ENV 4c: % of B class roads that should be considered for maintenance treatment | | | | | | | |
|--|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2016/18 | Ranking | Scotland | Local authority quartile | Change in rank 2015/17-2016/18 | 2015/17 | 2014/16 | 2013/15 |
| 36.13 | 23rd | 35.90 | 3rd | ↑ 2 places from 25th | 37.58 | 36.21 | 37.99 |

| ENV 4d: % of C class roads that should be considered for maintenance treatment | | | | | | | |
|--|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2016/18 | Ranking | Scotland | Local authority quartile | Change in rank 2015/17-2016/18 | 2015/17 | 2014/16 | 2013/15 |
| 39.61 | 21st | 36.16 | 3rd | ↑ 7 places from 28th | 43.42 | 44.32 | 46.93 |

| ENV 4e: % of unclassified roads that should be considered for maintenance treatment | | | | | | | |
|---|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2014/18 | Ranking | Scotland | Local authority quartile | Change in rank 2013/17-2014/18 | 2013/17 | 2012/16 | 2011/15 |
| 38.91 | 20th | 38.99 | 3rd | ↑ one place from 21st | 41.17 | 44.5 | 47.94 |

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

What the data tells us:

During the last reporting year, our cost per kilometre of road maintenance rose slightly (by £518.00); this resulted in our position in the national rankings declining by one place to 31st. Our costs are also £16,024.00 more than the Scottish average. The range for this indicator is £4,676.00-£29,996.00 (Dumfries and Galloway and Aberdeen City respectively).

The primary reason for our high costs is the substantial investment the Council is putting into our roads to bring them back to a steady state condition. Without this, our long term investment requirements would be even greater. Historically, the local area had a high percentage of roads, footways and street lighting which required maintenance treatment. In 2012, Inverclyde Council invested £29 million in a five year improvement programme which included road and pavement resurfacing works, an extensive road patching and pothole repairs programme, street lighting replacement works and improvements to bridges. In the last six years, we treated and upgraded 220 km of roads and pavements which has resulted in a reduction in the number of Inverclyde's roads which require maintenance treatment.

The Improvement Service advise that they are working with SCOTS/APSE to replace this measure with their data, adding that they wish to carry out further work to provide robust time series figures before including them in the Framework. In the meantime, the Improvement Service has worked with the Directors of Finance Sub-Group to amend the current measure to include capital and revenue and provide a more meaningful measure of expenditure on roads.

As seen in the following table, there has been a reduction in the percentage of all classes of Inverclyde's roads which require maintenance treatment, as well as an improved performance in terms of our position in the national rankings:

| | Roads requiring maintenance treatment | Change in national ranking |
|----------------------|--|-----------------------------------|
| A class roads | ↓ 5.53% | ↑ 12 places to 12th |

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

| | | |
|---------------------------|---------|--------------------|
| B class roads | ↓ 1.45% | ↑ 2 places to 23rd |
| C class roads | ↓ 3.81% | ↑ 7 places to 21st |
| Unclassified roads | ↓ 2.26% | ↑ 1 place to 20th. |

The increased performance of the roads maintenance indicators reflects the investment made via our Roads Asset Management Plan. These improvements are particularly pleasing given that, as the roads condition indicators are averaged over a two year rolling period (with four years for unclassified roads), it can take time for the effect of investment to feed into the indicators. Taking this into account, the enhanced performance of these measures is therefore a considerable achievement for the Council.

Contextual information:

While there is a relationship between costs and performance, other factors are subject to constraints out with the direct control of the Council; for example, Winter maintenance costs. The inclusion of these costs will skew the data according to the severity of the Winter in question; the costs are also skewed in terms of a comparison to other Councils, for example, by the geographical location of each Council in Scotland. Additionally, the defects in the road surface caused by severe Winter weather may not appear immediately and this can have an effect on subsequent years.

Data relating to roads maintenance treatment is considered robust as it is calculated from machine-based surveys; the vehicles are calibrated to meet a defined specification and all 32 Councils' surveys are carried out by the same contractor. Investment levels and costs of maintenance treatments impact on overall roads condition and deterioration rates vary depending on various factors, for example, weather conditions, traffic flows and age profile.

Roads maintenance is a priority for the Council with investment targeted in 2012/13 and further significant three year investment which commenced in 2013/14. The Council prepared and implemented an Asset Investment Strategy and allocated £17 million over three years as

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

the first phase in dealing with the maintenance backlog on the four main asset groups (carriageways, footways, lighting and structures); a strategy and works programme is also being delivered. The Council always seeks to ensure that expenditure is made on a Best Value basis in line with specified service requirements.

In 2016, Inverclyde Council was named the most improved performer in Roads, Highways and Winter Maintenance at the Association for Public Service Excellence (APSE) Performance Networks Awards 2016. The APSE Awards highlight the best and most improved local authorities in front line service delivery and recognise Councils that have taken part in sharing data to ensure they are delivering good local services using performance information on cost, quality and benchmarking.

Next steps:

Benchmarking takes place via the Society of Chief Officers of Transportation in Scotland Group and APSE.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

The following trading standards and environmental health indicators should be considered together:

ENV 5 Cost of trading standards and environmental health per 1,000 population

ENV 5a Cost of trading standards, money advice and citizen advice per 1,000

ENV 5b Cost of environmental health per 1,000 population

| ENV 5: Cost of trading standards and environmental health per 1,000 population | | | | | | | |
|---|----------------|------------------|---|---|------------------|------------------|------------------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 23,095.00 | 24th | 21,385.00 | 3rd | ↔ no change | 23,981.00 | 21,264.00 | 22,455.00 |

| ENV 5a: Cost of trading standards, money advice and citizen advice per 1,000 | | | | | | | |
|---|----------------|-----------------|---|---|-----------------|-----------------|-----------------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 3,974.00 | 10th | 5,890.00 | 2nd | ↓ 4 places from 6th | 3,051.00 | 2,909.00 | 3,195.00 |

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

| ENV 5b: Cost of environmental health per 1,000 population | | | | | | | |
|---|---------|-----------|--------------------------------|-----------------------------------|-----------|-----------|-----------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 19,121.00 | 24th | 15,496.00 | 3rd | ↑ 2 places from 26th | 20,931.00 | 18,355.00 | 19,260.00 |

What the data tells us:

Our trading standards and environmental health costs fell slightly (by £886.00) between 2016/17 and 2017/18. Despite this improvement, our position in the national rankings was unchanged at 24th. The range for this indicator is £8,511.00-£52,990 (Renfrewshire and Shetland Islands respectively).

The data shows that the cost of trading standards, money advice and citizen advice in Inverclyde increased by £923.00, with our ranking subsequently dropping by four places from sixth; this means we are now positioned in the second quartile. The range for this indicator is £1,316.00-£17,548.00 (East Lothian and Shetland Islands respectively).

There was a significant reduction (of £1,810) in our environmental health costs in 2017/18. This resulted in an improvement of two places in the national rankings, which means we move from the fourth quartile to the third one for this measure. However, our environmental health costs are also £3,625.00 higher than the national average. The range for this indicator is £6,849.00-£35,442.00 (East Renfrewshire and Shetland Islands respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Contextual information:

Trading standards: The figure is based on the service's estimates of costs for 2016/17 as agreed with Finance Services. These costs include management allocations. Inverclyde's costs for trading standards, money advice and citizen advice are very low, reflecting the relatively small staff complement. We are however working to ensure that the service punches well above its weight by joint working initiatives with community safety and the anti-social behaviour/wardens' teams to maximise impact.

Environmental health: The Environment and Public Protection Service comprises a number of services in addition to environmental health which are currently reported through the Environment Local Financial Return (LFR). These services include community safety, public space CCTV, landlord registration and general administration for the Service. The current environmental health LFR submission includes some of those services in addition to what would properly be described as 'environmental health'. Unfortunately, there is still no natural home for these in the LFR scheme.

It should be noted that both the environmental health and trading standards services are delivered by teams with significant other responsibilities, for example, parking enforcement and strategic housing. As such, it is quite difficult to dissociate all of the costs for each service entirely from other areas. The LFRs for each also include areas which are not under the Safer and Inclusive Communities Service's management, for example, money advice and public conveniences.

Since 2012/13, we have engaged in benchmarking with the Association for Public Service Excellence for environmental health. This involved initially reaching agreement on what services we would properly categorise as 'environmental health'. In 2016/17, Inverclyde's cost per 1,000 population for environmental health under the benchmarking exercise was £10,870 which placed us in the third quartile.

Next steps:

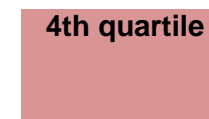
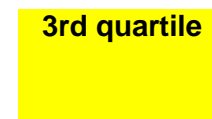
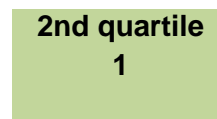
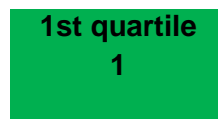
The benchmarking process for environmental health indicators will continue.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Corporate assets

| | | Change in position in the national rankings 2016/17-2017/18 | |
|---------------------|---|---|------------------|
| CORP-ASSET 1 | % of Operational buildings that are suitable for their current use | ● | green – improved |
| CORP-ASSET 2 | % of Internal floor area of operational buildings in satisfactory condition | ● | red – declined |

Corporate assets:
2 indicators



SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are two corporate asset indicators that should be considered together:

CORP-ASSET 1 % of Operational buildings that are suitable for their current use
CORP-ASSET 2 % of Internal floor area of operational buildings in satisfactory condition

| CORP-ASSET 1: % of Operational buildings that are suitable for their current use | | | | | | | |
|--|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 92.37 | 6th | 80.96 | 1st | ↑ 3 places from 9th | 90.23 | 90 | 88.72 |

| CORP-ASSET 2: % of Internal floor area of operational buildings in satisfactory condition | | | | | | | |
|---|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 91.41 | 14th | 86.31 | 2nd | ↓ 2 places from 12th | 91.13 | 89.82 | 85.2 |

What the data tells us:

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

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

above the Scottish average for the two corporate asset indicators. Additionally, during the last reporting year, we moved from quartile two to quartile one for the first measure, while, for the second indicator, we dropped two places to 14th.

The range for the first indicator is 66.06%-96.47% (Highland and South Lanarkshire respectively) while the range for the second measure is 52.64%-99.66% (Moray and North Ayrshire respectively).

Contextual information:

The suitability of operational accommodation is measured through the use of questionnaires. Surveys were 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. Once all questionnaires are returned from service users, the appropriate overall percentage of properties suitable for 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 benchmarked at the Association of Chief Estates Surveyors' meetings.

Condition surveys on our main properties were carried out in 2008/09. The surveys were broken down into the 11 elements required by Audit Scotland. The surveys and the identified necessary repairs were analysed and each building was given a rating. In the following years, all improvement and repair works to individual buildings were noted and the grading against each element of every improved building changed accordingly; this had the potential to affect the overall score, depending on the type of work carried out. The requirement for condition surveys is that they should be undertaken every five years. New surveys were therefore carried out in 2013/14 by external consultants Watts Limited. Watts' report provided a grading for each property and also included a spreadsheet which detailed all required works, broken down into a traffic light system. Surveys for our smaller properties were carried out by the Council's building surveyors, following the same criteria as Watts. Internal floor areas had already been measured for a number of previous survey reports and these were used to calculate the appropriate percentages for this indicator.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

In 2011/12, two new secondary schools were finished which helped to improve performance in relation to these indicators. Further improvements were achieved in 2012/13 as other properties undergoing refurbishment were completed, such as Whinhill and St Andrew's Primary Schools, Binnie Street Nursery, Gourrock Pool and Ravenscraig Stadium. In December 2013, a major new community campus was opened, replacing one secondary and two additional support needs schools, with a fully refurbished secondary school and a fully refurbished additional support needs school. Other completed school estate projects have included the completion of the new St Patrick's and St Ninian's Primary Schools, the refurbished Moorfoot Primary School and the new Glenpark Early Learning Centre. Further office improvements have included the complete refurbishment of the James Watt building and the office annexe at Drummer's Close.

Obviously, being property, changes cannot be made instantly and there is a knock-on effect to Council Services which may have to remain in unsuitable properties while waiting for new premises to be completed. The Council is currently progressing its Office and Depot Rationalisation Programme. The Programme has two objectives, the first is to introduce more modern ways of working, including flexible working, home working and electronic document storage which will reduce the requirement for desks and space; the second is to rationalise and refurbish the office and depot accommodation portfolio resulting in a smaller estate which is in good condition and fit for purpose. As a result, the Council will be able to dispose of unsuitable and uneconomical properties. This is an on-going process as the Council strives to make savings in property costs.

Next steps:

This is a priority area for the Council as we want to ensure that we deliver services to the public from buildings which are fit for purpose. Further improvements are planned through the Office and Depot Rationalisation Programme and the School Estate Strategy. Progress on these is reported to committee on a regular basis.

To view the Council's Corporate Asset Management Strategy 2016/18, visit  [Corporate Asset Management Strategy 2016/18](#).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

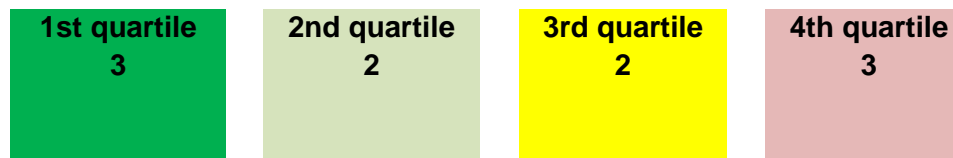
Economic development and planning

| | | Change in position in the national rankings 2016/17-2017/18 | |
|---------------|---|---|------------------|
| ECON 1 | % of Unemployed people assisted into work from Council operated/funded employability programmes | ● | red – declined |
| ECON 2 | Cost per planning application | ● | red – declined |
| ECON 3 | Average time taken (in weeks) to deliver a business or industry planning application decision | ● | red – declined |
| ECON 4 | New description: % of Procurement spend spent on local enterprises | ● | red – declined |
| ECON 5 | Number of Business Gateway start-ups per 10,000 population | ● | red – declined |
| ECON 6 | New indicator: Cost of economic development and tourism per 1,000 population | ● | green – improved |
| ECON 7 | New indicator: % of People earning less than the Living Wage | ● | red – declined |
| ECON 8 | New indicator: % of Properties receiving superfast broadband | ● | green – improved |

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

| | | | |
|----------------|--|---|------------------|
| ECON 9 | New indicator: Town centre vacancy rates | ● | green – improved |
| ECON 10 | New indicator: Immediately available employment land as a % of total land allocated for employment purposes (in the Local Development Plan) | ● | green – improved |

Economic development:
10 indicators



SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are two indicators regarding employment that should be considered together:

ECON 1: % of Unemployed people assisted into work from Council operated/funded employability programmes

ECON 7: % of People earning less than the Living Wage

| ECON 1: % of Unemployed people assisted into work from Council operated/funded employability programmes | | | | | | | |
|---|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 21.00 | 8th | 14.4 | 1st | ↓ one place from 7th | 16.95 | 19.23 | 25.18 |

| ECON 7: % of People earning less than the Living Wage | | | | | | | |
|---|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 23.8 | 23rd | 18.4 | 3rd | ↓ 8 places from 15th | 22.4 | 24.1 | 21.7 |

What the data tells us:

The performance data for 2017/18 shows there was an increase (of 4.05%) in the number of unemployed people who were assisted into work from Inverclyde Council operated/funded employability programmes. This means that, although we dropped one place in the national rankings,

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

we retained our position in the first quartile. Additionally, our performance is 6.6% above the national average. The range for this indicator is 2.15%-29.9% (Argyll and Bute and Renfrewshire respectively).

While the second measure was introduced to the Framework for 2017/18, historical information is also available from 2014/15 onwards. The indicator allows the impact of interventions around addressing low pay to be monitored. The percentage of people in Inverclyde earning less than the Living Wage increased (by 1.4%) between 2016/17 and 2017/18. This resulted in our position in the national rankings falling by eight places to 23rd which places us in the third quartile for this measure. The range for this indicator is 13.8%-31.2% (Midlothian and Angus respectively).

Contextual information:

Assisting unemployed people into work is a priority improvement area for the Council. It should be noted that Inverclyde started from a lower base with a less well-developed business base and thereby fewer employment opportunities than many other areas. This makes the positive comparative impact that has been achieved significant. Additionally, the range of programmes which underpin this indicator are delivered through the third sector potentially resulting in a more streamlined delivery method through engaging with third sector organisations. The majority of Inverclyde jobs created via Council operated/funded employability programmes are in the construction sector and arise from community benefits activity.

Local providers and Council-funded provision have made very significant inroads in reducing short term and youth unemployment, both of which are recording historically low rates. Accordingly, the targeting of services and client engagement is increasingly geared towards longer term unemployed Benefit claimants with more complex support requirements. Inverclyde has incorporated support for people with disabilities, learning disabilities, autism, addictions, care experienced and those on long term Incapacity Benefit, sometimes with an average Benefit dependency of over twenty years. The effort and time taken to support this client group into sustained employment is greater and requires more resource, therefore, it is to be expected that the progressions rate will be reduced and further complicated when national programmes through the DWP and Skills Development Scotland have also been reduced.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Inverclyde has a lower density of jobs than other areas. However, in the last few years there were some redundancies which, in a smaller authority like Inverclyde, have a skewed effect. For example, the redundancy and closure of the former Playtex/DB Apparel site increased the number of people unemployed and closed an employer where we had been successful in getting clients into jobs; also, the people being made redundant had, in many cases, been there for many years, therefore, the retraining required to secure jobs in another industry takes longer. Other redundancies during this period included IBM, the first tranche at Texas Instruments, the retail sector and some reduction in the service sector. Additionally, there has been a reduction in the public sector, specifically in reduced vacancies that clients can access. Despite the circumstances, local provision has continued to diversify in engaging employers and targeting areas of growth, such as contact centres and apprentices in engineering.

The Inverclyde labour market remains challenging. Outcome rates are subject to fluctuation and Inverclyde may have improved figures in future. However, it is worth noting that the Inverclyde employability service remains the 6th most successful local Council funded and delivered provision, despite the fact that we operate in an area which, in spite of significant efforts, still does not have the jobs density of other parts of the country. Put simply, that means we have a lower number of jobs than our neighbouring local authorities yet we still manage to get proportionately more local residents into work than those Council areas. Of equal note is the fact that, in every period of the last year, the average wage in Inverclyde has at last been on a par with the Scottish average which provides a measure about the quality of the jobs.

Inverclyde Council has continued to make significant investment in employability services, with resources identified for end-to-end employability, together with an additional resource for specialist activity. The Local Outcomes Improvement Plan 2017/22 recognises that increasing the number of well-paid jobs that are available and ensuring that people can access appropriate training to help them take up these opportunities is vital to tackle the high levels of unemployment and worklessness in Inverclyde.

Benchmarking takes place against the national indicators and through the work of the Strategic Employability Group.

Inclusive growth is a central part of the Government's economic strategy and the Council is an important partner in the drive to reduce income inequality. Economic development services play an important role in this through supporting people to develop the skills to progress in the labour market, by attracting higher value employment opportunities and encouraging employers to pay the Living Wage.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Next steps:

Continuous improvement is always sought. Economic Regeneration seeks to deliver continuous improvement, to identify gaps in provision and improve effectiveness, for example, in harnessing good practice from other areas.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are a two planning indicators that should be considered together:

ECON 2: Cost per planning application

ECON 3: Average time taken (in weeks) to deliver a business and industry planning application decision

| ECON 2: Cost per planning application | | | | | | | |
|---------------------------------------|---------|----------|--------------------------------|-----------------------------------|----------|----------|----------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 7,280.00 | 27th | 4,819.00 | 4th | ↓ 21 places from 6th | 3,673.00 | 8,615.00 | 9,344.00 |

| ECON 3: Average time taken (in weeks) to deliver a business and industry planning application decision | | | | | | | |
|--|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 8.42 | 14th | 9.34 | 2nd | ↓ 13 places from 1st | 6.48 | - | - |

What the data tells us:

The performance data for 2017/18 shows there was an increase (of £3,607.00) in the cost per planning application in Inverclyde. This resulted in a decrease of 21 places in the national rankings, which means we move from the first quartile to the fourth one. The range for this indicator is £2,536.00-£10,801.00 (East Lothian and Renfrewshire respectively).


SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

In 2017/18, the average time per business and industry planning application in Inverclyde was 8.42 weeks, an increase of 1.94 weeks, this places us 14th in Scotland, a decrease of 13 places from the previous reporting year. However, we are comfortably below the national average for this measure of 9.34 weeks. The range for this indicator is 5.71 weeks-16.61 weeks (North Ayrshire and Dumfries and Galloway respectively).

Contextual information:

The two planning indicators were introduced to the Framework in 2015/16 with the aim of strengthening coverage of this area of local government. Although spend on planning accounts for a relatively small amount of overall spend, it is a strategically important area in terms of the future development use of land in Inverclyde. An efficient and well-functioning planning service plays an important role in facilitating sustainable economic growth and delivering high quality development in the right places.

Next steps:

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

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

ECON 4: % of Procurement spend spent on local enterprises

| ECON 4: % of Procurement spend spent on local enterprises | | | | | | | |
|---|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 28.54 | 13th | 27.40 | 2nd | ↓ one place from 12th | 30.58 | 37.33 | 33.96 |

What the data tells us:

The data for 2017/18 shows there was a decrease of 2.04% in the amount of procurement spent on local enterprises. The range for this indicator is 9.52%-54.17% (East Renfrewshire and Shetland Islands respectively).

Contextual information:

Procurement spend in local government accounts for a significant proportion of total spend. Procurement legislation places obligations on public purchasing bodies to tender for contracts openly and transparently but also puts procurement at the heart of national economic recovery. This is an important indicator which demonstrates the value of opportunity for local suppliers and the opportunity for Councils to provide business development services to these organisations in order to deliver on their standing commitment to invest in their local economies and create employment.

Next steps:

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

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

ECON 5: Number of Business Gateway start-ups per 10,000 population

| ECON 5: Number of Business Gateway start-ups per 10,000 population | | | | | | | |
|--|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 11.17 | 29th | 16.83 | 4th | ↓ 3 places from 26th | 12.76 | 19.25 | 18.9 |



What the data tells us:

The number of Business Gateway start-ups per 10,000 population declined by 1.59% between 2016/17 and 2017/18. Our ranking subsequently decreased by three places to 29th which means we remain in the fourth quartile. The range for this indicator is 6.01-26.47 (Glasgow City and Aberdeenshire respectively).

Contextual information:

This high level indicator is important because new business formation is a good indicator of how conducive we are to entrepreneurship in the business environment. Small businesses are the lifeblood of local town centres and communities. A fundamental aim of local government is to improve the business creation and growth of small businesses in their areas. The provision of good quality support and assistance remains crucial to increasing new business formation and the sustainable growth of enterprises.

Next steps:

For business support and advice, visit  [Business support and advice](#) and to find out how the Council works in partnership with a number of other agencies to deliver support services to businesses, visit  [Business development](#).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

ECON 6: Cost of economic development and tourism per 1,000 population

| ECON 6: Cost of economic development and tourism per 1,000 population | | | | | | | |
|---|---------|-----------|--------------------------------|-----------------------------------|------------|------------|------------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 85,551.00 | 21st | 91,806.00 | 3rd | ↑ 3 places from 24th | 100,984.00 | 151,414.00 | 129,575.00 |

What the data tells us:

While this measure was introduced to the Framework for 2017/18, historical information is also available from 2014/15 onwards. Our economic development and tourism costs per 1,000 population fell by £15,433.00 between 2016/17 and 2017/18. This resulted in an improved position in the national rankings, rising from 24th to 21st, which places us in the third quartile for this measure. The range for this indicator is £24,338.00-£551,316.00 (Angus and Aberdeen City respectively).

Contextual information:

This indicator provides a measure of the Council's expenditure on the delivery of our economic development service, both in terms of capital projects and revenue costs.

Next steps:

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

ECON 10: Immediately available employment land as a % of total land allocated for employment purposes (in the Local Development Plan)

| ECON 10: Immediately available employment land as a % of total land allocated for employment purposes (in the Local Development Plan) | | | | | | | |
|---|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 85 | 3rd | 40.78 | 1st | ↑ 2 places from 5th | 85 | 60.61 | 60.72 |

What the data tells us:

While this measure was introduced to the Framework for 2017/18, historical information is also available from 2014/15 onwards. The amount of immediately available employment land remained the same (at 85%) between 2016/17 and 2017/18. However, our position in the national rankings improved by two places to third which means we retain our position in the first quartile for this measure. The range for this indicator is 1.14%-92.77% (Dumfries and Galloway and East Renfrewshire respectively).

Contextual information:

The availability of land for development is a significant factor that affects local economic growth and it falls within the Council's local development planning powers to influence this. *Immediately available land* is land which is serviced and marketed, as opposed to simply being designated for employment use.

Next steps:

The Local Development Plan (LDP) sets out the Council's strategy, policies and proposals for the use of land and buildings in Inverclyde. Together with the Clydeplan Strategic Development Plan, the LDP is used by the Council to determine planning applications and provide advice on development proposals. To find out more about the development planning, visit [Development Planning](#).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

The Council is currently preparing a new LDP which is due to be adopted in August 2019; for more information, visit [New LDP](#).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

ECON 9: Town centre vacancy rates

| ECON 9: Town centre vacancy rates | | | | | | | |
|-----------------------------------|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 20.78 | 26th | 11.49 | 4th | ↑ one place from 27th | 20.78 | 12.61 | 23.62 |

What the data tells us:

While this measure was introduced to the Framework for 2017/18, historical information is also available from 2014/15 onwards. Our town centre vacancy rate was unchanged (at 20.78) between 2016/17 and 2017/18. However, our position in the national rankings improved by one place. The range for this indicator is 3.96%-20.78% (East Ayrshire and Inverclyde respectively).

Contextual information:

The vibrancy of town centres is a strategic priority for economic development and planning services. An important measure of the extent to which town centre management/regeneration policies and initiatives are working is the level of vacant units in town centres.

Next steps:

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

ECON 8: % of Properties receiving superfast broadband

| ECON 8: % of Properties receiving superfast broadband | | | | | | | |
|---|---------|----------|--------------------------------|-----------------------------------|---------|---------|---------|
| Inverclyde 2017/18 | Ranking | Scotland | Local authority quartile | Change in rank 2016/17-2017/18 | 2016/17 | 2015/16 | 2014/15 |
| 95.47 | 7th | 91.13 | 1st | ↓ 3 places from 4th | 94 | 87 | 79 |

What the data tells us:

While this measure was introduced to the Framework for 2017/18, historical information is also available from 2014/15 onwards. While our proportion of premises receiving superfast broadband increased (by 1.47%), our position in the national rankings declined by three places. However, we are still placed in the first quartile for this measure. The range for this indicator is 66.34%-98.07% (Orkney Islands and Dundee City respectively).

Contextual information:

Access to good digital infrastructure is a key driver of economic competitiveness and productivity. The Council has a role, alongside telecom companies, in facilitating and enabling the development of effective digital infrastructure. This indicator measures the impact of that work. The required digital infrastructure speed to have superfast broadband is 30Mbit/s.

Next steps:

SOLACE Improving Local Government Benchmarking Framework 2017/18

Comparison of local performance 2015/16-2017/18

| | | | | | Rank | | |
|----------------------------|--|-------------------|-------------------|-------------------|----------------|----------------|----------------|
| | | 2015/16 | 2016/17 | 2017/18 | 2015/16 | 2016/17 | 2017/18 |
| Children's services | | | | | | | |
| CHN 1 | Cost per primary school pupil | £4,790.00 | £5,139.00 | £5,005.00 | 13th | 21st | 15th |
| CHN 2 | Cost per secondary school pupil | £7,049.00 | £6,977.00 | £6,912.00 | 19th | 16th | 16th |
| CHN 3 | Cost per pre-school education place | £5,532.00 | £5,465.00 | £6,874.00 | 31st | 30th | 32nd |
| CHN 4 | % of Pupils gaining 5+ Awards at Level 5 | 57% | 61% | 62% | 22nd | 14th | 17th |
| CHN 5 | % of Pupils gaining 5+ Awards at Level 6 | 30% | 32% | 32% | 21st | 18th | 17th |
| CHN 6 | % of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 5 | 41% | 41% | 46% | 8th | 16th | 8th |
| CHN 7 | % of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 6 | 16% | 15% | 17% | 8th | 12th | 12th |
| CHN 8a | Gross cost of <i>children looked after</i> in residential-based services per child per week | £3,200.00 | £3,082.00 | - | 15th | 14th | - |
| CHN 8b | Gross cost of <i>children looked after</i> in a community setting per child per week | £164.91 | £152.05 | - | 2nd | 2nd | - |
| CHN 9 | Balance of care for <i>looked after children</i> - % of children being looked after in the community | 85.02% | 87.61% | - | 28th | 20th | - |
| CHN 10 | % of Adults satisfied with local schools | 2013/16 87.33% | 2014/17 89.33% | 2015/18 86.33% | 2013/16 4th | 2014/17 2nd | 2015/18 4th |
| CHN 11 | % of Pupils entering positive destinations | 94.3% | 93% | - | 12th | 23rd | - |
| CHN 12a | Overall average total tariff | 889 | 924 | 882 | 13th | 9th | 18th |
| CHN 12b | Average total tariff – SIMD Quintile 1 | 682 | 675 | 632 | 4th | 7th | 13th |
| CHN 12c | Average total tariff – SIMD Quintile 2 | 839 | 925 | 765 | 7th | 4th | 16th |
| CHN 12d | Average total tariff – SIMD Quintile 3 | 923 | 1,106 | 1,086 | 10th | 4th | 3rd |
| CHN 12e | Average total tariff – SIMD Quintile 4 | 1,141 | 1,215 | 1,135 | 4th | 4th | 5th |
| CHN 12f | Average total tariff – SIMD Quintile 5 | 1,348 | 1,231 | 1,288 | 3rd | 10th | 4th |

SOLACE Improving Local Government Benchmarking Framework 2017/18

Comparison of local performance 2015/16-2017/18

| | | | | | Rank | | |
|---------------------------|---|-----------|------------|------------|---------|---------|---------|
| | | 2015/16 | 2016/17 | 2017/18 | 2015/16 | 2016/17 | 2017/18 |
| CHN 17 | % of Children meeting developmental milestones | 70.7% | 55.2% | - | 26th | 29th | - |
| CHN 18 | % of Funded early years provision which is graded good/better | 100% | 100% | 95.83% | 1st | 1st | 8th |
| CHN 19a | School attendance rates (per 100 pupils) | - | 92.5 | - | 27th | 28th | - |
| CHN 19b | School attendance rates (per 100 <i>looked after children</i>) | - | 85.88 | - | 28th | 30th | - |
| CHN 20a | School exclusion rates (per 1,000 pupils) | - | 17.26 | - | 11th | 8th | - |
| CHN 20b | School exclusion rates (per 1,000 <i>looked after children</i>) | - | 55.05 | - | - | 10th | - |
| CHN 21 | Participation rate for 16-19 year olds (per 100) | 91.2 | 91.9 | 91.6 | 13th | 15th | 20th |
| CHN 22 | % of Child protection re-registrations within 18 months | 1.75% | 4.26% | - | 4th | 10th | - |
| CHN 23 | % of <i>Looked after children</i> with more than one placement in the last year (August-July) | 19.81% | 13.3% | - | 11th | 3rd | - |
| Corporate services | | | | | | | |
| CORP 1 | Support services as a % of total gross expenditure | 2.93% | 3.09% | 3.17% | 2nd | 3rd | 3rd |
| CORP 3b | % of the highest paid 5% employees who are women | 53.2% | 52.94% | 53.92% | 10th | 13th | 15th |
| CORP 3c | The gender pay gap | 10.89 | 9.3 | 8.71 | 31st | 30th | 30th |
| CORP 4 | The cost per dwelling of collecting Council Tax | £12.66 | £12.84 | £12.73 | 25th | 27th | 29th |
| CORP 6a | The average number of working days per employee lost through sickness absence – teachers | 5.5 days | 5.2 days | 5.18 days | 6th | 7th | 9th |
| CORP 6b | The average number of working days per employee lost through sickness absence – all other employees | 9.48 days | 10.86 days | 10.58 days | 5th | 15th | 10th |
| CORP 7 | % of Income due from Council Tax received by the | 95.12% | 95.32% | 95.52% | 23rd | 23rd | 24th |

SOLACE Improving Local Government Benchmarking Framework 2017/18

Comparison of local performance 2015/16-2017/18

| | | | | | Rank | | |
|-------------------------------------|--|------------|------------|------------|---------|---------|---------|
| | | 2015/16 | 2016/17 | 2017/18 | 2015/16 | 2016/17 | 2017/18 |
| | end of the year | | | | | | |
| CORP 8 | % of Invoices sampled that were paid within 30 days | 96.48% | 96.65% | 97.13% | 4th | 5th | 1st |
| Adult social care | | | | | | | |
| SW 1 | Home care costs per hour for people aged 65 or over | £20.53 | £23.87 | £27.37 | 12th | 18th | 22nd |
| SW 2 | Self-directed support (Direct Payments and Managed Personalised Budgets) spend on adults 18+ as a % of total social work spend on adults 18+ | 4.63% | 4.86% | 5.56% | 9th | 13th | 12th |
| SW 3a | % of People aged 65 and over with long-term care needs who receive personal care at home | 64.12% | 64.86% | 67.78% | 15th | 11th | 6th |
| SW 4a | % of Adults receiving any care or support who rate it as excellent or good | 83.68% | - | 83.46% | 9th | - | 8th |
| SW 4b | % of Adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life | 88.39% | - | 76.56% | 4th | - | 25th |
| SW 5 | Residential costs per week per resident for people aged 65 or over | £370.00 | £385.00 | £379.00 | 12th | 18th | 15th |
| Culture and leisure services | | | | | | | |
| C&L 1 | Cost per attendance at sport facilities | £2.02 | £1.85 | £2.47 | 9th | 7th | 17th |
| C&L 2 | Cost per library visit | £3.07 | £2.90 | £3.10 | 17th | 18th | 18th |
| C&L 3 | Cost of museums per visit | £3.73 | £4.09 | £12.34 | 15th | 18th | 28th |
| C&L 4 | Cost of parks and open spaces per 1,000 | £32,505.00 | £33,494.00 | £23,464.00 | 28th | 31st | 23rd |

SOLACE Improving Local Government Benchmarking Framework 2017/18

Comparison of local performance 2015/16-2017/18

| | | | | | Rank | | |
|-------------------------------|---|-------------------|-------------------|-------------------|-----------------|-----------------|-----------------|
| | | 2015/16 | 2016/17 | 2017/18 | 2015/16 | 2016/17 | 2017/18 |
| | population | | | | | | |
| C&L 5a | % of Adults satisfied with libraries | 2013/16 80.67% | 2014/17 79.33% | 2015/18 78.67% | 2013/16 15th | 2014/17 13th | 2015/18 9th |
| C&L 5b | % of Adults satisfied with parks and open spaces | 2013/16 85.33% | 2014/17 87.67% | 2015/18 88.33% | 2013/16 18th | 2014/17 15th | 2015/18 10th |
| C&L 5c | % of Adults satisfied with museums and galleries | 2013/16 82% | 2014/17 79.67% | 2015/18 72.67% | 2013/16 7th | 2014/17 8th | 2015/18 10th |
| C&L 5d | % of Adults satisfied with leisure facilities | 2013/16 88% | 2014/17 89.67% | 2015/18 87% | 2013/16 3rd | 2014/17 3rd | 2015/18 3rd |
| Environmental services | | | | | | | |
| ENV 1a | Net cost per waste collection per premise | £41.64 | £35.57 | £40.04 | 3rd | 1st | 2nd |
| ENV 2a | Net cost of waste disposal per premise | £86.23 | £96.24 | £90.54 | 11th | 17th | 12th |
| ENV 3a | Net cost of street cleaning per 1,000 population | £17,045.00 | £17,803.00 | £18,017.00 | 24th | 28th | 28th |
| ENV 3c | Street Cleanliness Score | 94.4 | 94.31 | 87.1 | 15th | 19th | 29th |
| ENV 4a | Cost of maintenance per kilometre of roads | £21,868.00 | £26,053.00 | £26,571.00 | 27th | 30th | 31st |
| ENV 4b | % of A class roads that should be considered for maintenance treatment | 2014/16 31.17% | 2015/17 29.63% | 2016/18 24.1% | 2014/16 24th | 2015/17 24th | 2016/18 12th |
| ENV 4c | % of B class roads that should be considered for maintenance treatment | 2014/16 36.21% | 2015/17 37.58% | 2016/18 36.13% | 2014/16 26th | 2015/17 25th | 2016/18 23rd |
| ENV 4d | % of C class roads that should be considered for maintenance treatment | 2014/16 44.32% | 2015/17 43.42% | 2016/18 39.61% | 2014/16 29th | 2015/17 28th | 2016/18 21st |
| ENV 4e | % of Unclassified roads that should be considered for maintenance treatment | 2012/16 44.5% | 2013/17 41.17% | 2014/18 38.91% | 2012/16 23rd | 2013/17 21st | 2014/18 20th |
| ENV 5 | Cost of trading standards and environmental health per 1,000 population | £21,264.00 | £23,981.00 | £23,095.00 | 19th | 24th | 24th |
| ENV 5a | Cost of trading standards, money advice and citizen advice per 1,000 | £2,909.00 | £3,051.00 | £3,974.00 | 3rd | 6th | 10th |

SOLACE Improving Local Government Benchmarking Framework 2017/18

Comparison of local performance 2015/16-2017/18

| | | | | | Rank | | |
|--|---|-------------------|-------------------|-------------------|-----------------|-----------------|-----------------|
| | | 2015/16 | 2016/17 | 2017/18 | 2015/16 | 2016/17 | 2017/18 |
| ENV 5b | Cost of environmental health per 1,000 population | £18,355.00 | £20,931.00 | £19,121.00 | 22nd | 26th | 24th |
| ENV 6 | % of Total household waste arising that is recycled | 54.72% | 53.44% | 57.21% | 5th | 10th | 5th |
| ENV 7a | % of Adults satisfied with refuse collection | 2013/16 93% | 2014/17 91.33% | 2015/18 90% | 2013/16 2nd | 2014/17 2nd | 2015/18 3rd |
| ENV 7b | % of Adults satisfied with street cleaning | 2013/16 78.67% | 2014/17 75.67% | 2015/18 73.33% | 2013/16 11th | 2014/17 13th | 2015/18 13th |
| Corporate assets | | | | | | | |
| CORP-ASSET 1 | % of Operational buildings that are suitable for their current use | 90% | 90.23% | 92.37% | 7th | 9th | 6th |
| CORP-ASSET 2 | % of Internal floor area of operational buildings in satisfactory condition | 89.82% | 91.13% | 91.41% | 11th | 12th | 14th |
| Economic development and planning | | | | | | | |
| ECON 1 | % of Unemployed people assisted into work from Council operated/funded employability programmes | 19.23% | 16.95% | 21% | 6th | 7th | 8th |
| ECON 2 | Cost per planning application | £8,615.00 | £3,673.00 | £7,280.00 | 28th | 6th | 27th |
| ECON 3 | Average time taken (in weeks) to deliver a business or industry planning application decision | - | 6.48 weeks | 8.42 weeks | - | 1st | 14th |
| ECON 4 | % of Procurement spend spent on local enterprises | 37.33% | 30.58% | 28.54% | 4th | 12th | 13th |
| ECON 5 | Number of Business Gateway start-ups per 10,000 population | 19.25 | 12.76 | 11.17 | 16th | 26th | 29th |
| ECON 6 | Cost of economic development and tourism per 1,000 population | £151,414.00 | £100,984.00 | £85,551.00 | 30th | 24th | 21st |

SOLACE Improving Local Government Benchmarking Framework 2017/18

Comparison of local performance 2015/16-2017/18

| | | | | | Rank | | |
|---------|--|---------|---------|---------|---------|---------|---------|
| | | 2015/16 | 2016/17 | 2017/18 | 2015/16 | 2016/17 | 2017/18 |
| ECON 7 | % of People earning less than the Living Wage | 24.1% | 22.4% | 23.8% | 21st | 15th | 23rd |
| ECON 8 | % of Properties receiving superfast broadband | 87% | 94% | 95.47% | 13th | 4th | 7th |
| ECON 9 | Town centre vacancy rates | 12.61 | 20.78 | 20.78 | 23rd | 27th | 26th |
| ECON 10 | Immediately available employment land as a % of total land allocated for employment purposes (in the Local Development Plan) | 60.61% | 85% | 85% | 8th | 5th | 3rd |

Report To: Policy and Resources Committee **Date:** 26 March 2019

Report By: Steven McNab
Head of Organisational
Development, Policy and
Communications **Report No:** PR/09/19/LM

Contact Officer: Louise McVey
Corporate Policy, Performance
and Partnership Manager **Contact No:** 2042

Subject: Update on the Public Service Improvement Framework (PSIF)

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an update on the Council's Public Service Improvement Framework (PSIF) programme and to seek approval to move to a three yearly cycle of PSIF assessments.

2.0 SUMMARY

- 2.1 All services of the Council that are not governed by a formal self-evaluation framework carry out a self-assessment using the Public Service Improvement Framework (PSIF) model. To date, this has been a two year rolling programme that seeks to ensure continuous improvement in service delivery.
- 2.2 At its meeting on 6 February 2018, the Policy and Resources Committee approved the Public Service Improvement Framework (PSIF) schedule of assessments for 2018. Facilitated self-assessments were carried out with Legal and Property and Regeneration and Planning Services.
- 2.3 An assessment of the former Safer Communities Service was also scheduled to take place during 2018. This did not happen due to the changes in the management structure that took effect in April 2018. The service functions of the former Safer Communities Service have been absorbed within the self-evaluation and improvement work of the Inclusive Education, Culture and Communities and Environment and Public Protection Services.
- 2.4 The PSIF model is formally reviewed every 3 years. A review is currently underway at the moment, led by the Improvement Service with support from a small number of PSIF organisations.
- 2.5 The CMT recently considered a progress report on the PSIF programme and is proposing that Services move to a three yearly cycle of assessment. This would have the benefit of aligning the PSIF programme with the three year lifespan of the Corporate Directorate Improvement Plans and the national PSIF review.
- 2.6 Services will continue to ensure that they can evidence robust self-evaluation that is timely, meets the needs of the organisation and demonstrates a commitment to continuous improvement. This includes, but is not limited to, service reviews; budgets savings exercises; customer surveys; benchmarking groups; stakeholder engagement and performance reporting.

2.7 Subject to the approval of the Policy and Resources Committee to move to a new, three yearly assessment cycle, the next phase of assessments is due to be carried out in 2020. A report providing further information on this will be brought to this Committee in November 2019.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

- Approves a move to a three yearly cycle of PSIF assessments, which will apply to those services that are not governed by a formal self-evaluation framework.

Steven McNab

Head of Organisational Development, Policy and Communications

4.0 BACKGROUND

- 4.1 Self-evaluation is a critical aspect of audit and inspection. It is also integral to any continuous improvement process as it enables an organisation to understand its current level of performance and to implement improvement actions that will drive the organisation forward. The Audit Scotland Best Value Assurance Report on Inverclyde Council found that Inverclyde Council uses self-evaluation consistently with clear links to improvement plans.
- 4.2 The Public Service Improvement Framework (PSIF) has been the Council's preferred self-assessment framework since 2008. At present, all services within the Council that are not governed by formal self-evaluation or inspection framework (e.g. Care Inspectorate, How Good is our Public Library Service, Validated Self-Evaluation etc.) participate in a rolling programme of PSIF self-evaluation and develop a service improvement plan approximately every two years. This helps the Council demonstrate its commitment to continuous improvement.
- 4.3 PSIF is the leading performance management/self-assessment framework in Scottish local government and has been widely adopted across the public and third sector. 34 organisations have implemented the framework in some form.
- 4.4 Responsibility for monitoring the PSIF programme lies with the Corporate Quality Improvement Group (CQIG). Reports are presented to the CMT and Policy and Resources Committee as appropriate.

5.0 THE PSIF PROGRAMME 2018

- 5.1 At its meeting on 6 February 2018, the Policy and Resources Committee approved a timetable of PSIF assessments for the year. Two services carried out assessments over the course of the year:
 - Legal and Property Services; and
 - Regeneration and Planning
- 5.2 Assessments were carried out by small team of officers from across the service and a range of improvement actions were identified. These improvement actions have been considered by the Head of Service and developed into an improvement plan. It is the responsibility of each Head of Service to ensure that the improvement plan for their service is implemented.
- 5.3 An assessment of the former Safer Communities Service was also scheduled to take place during 2018. This did not happen due to the changes to the management structure that took effect in April 2018. This resulted in the roles and responsibilities of this service being transferred to the Inclusive Education, Culture and Communities and Environment and Public Protection Services. The service functions within the former Safer Communities have been absorbed within the self-evaluation and improvement work of these new Services.

6.0 FUTURE SELF-EVALUATION PROGRAMME

- 6.1 The PSIF is an integral part of Inverclyde Council's strategic planning and performance management framework. High level, corporate improvement actions that are identified are incorporated into the CDIPs where appropriate, and service level actions are formulated into a service improvement plan.
- 6.2 The PSIF model is reviewed by the Improvement Service every 3 years to ensure that it remains fit for purpose and reflects any changes in public sector. The Improvement Service is carrying out a further review during 2019, with support from a small number of PSIF organisations.

- 6.3 Looking ahead, the CMT is proposing that Services move to a three yearly cycle of PSIF assessment. This would have the benefit of aligning the PSIF programme with the Corporate Directorate Improvement Plans' three year lifespan and the national PSIF review.
- 6.4 Services will continue to ensure that they can evidence robust self-evaluation that is timely, meets the needs of the organisation and demonstrates a commitment to continuous improvement. This includes but is not limited to, service reviews; budgets savings exercises; customer surveys; benchmarking groups; performance reporting and stakeholder engagement.
- 6.5 Subject to the approval of the Policy and Resources Committee for a new, three year assessment cycle, the next phase of assessments will be carried out in 2020. A report providing further information on this will be brought to this Committee in November 2019.

7.0 IMPLICATIONS

7.1 Finance

The cost of carrying out the PSIF assessments is associated with staff time and is contained within existing budgets.

Financial Implications:
One off costs

| Cost Centre | Budget Heading | Budget Year | Proposed spend from this report | Virement from | Other Comments |
|-------------|----------------|-------------|---------------------------------|---------------|----------------|
| N/A | | | | | |

Financial implications: Annually recurring costs

| Cost Centre | Budget Heading | Budget Year | Proposed spend from this report | Virement from | Other Comments |
|-------------|----------------|-------------|---------------------------------|---------------|----------------|
| N/A | | | | | |

7.2 Legal

There are no known legal implications.

7.3 Human Resources

None.

7.4 Equalities

The PSIF model includes a strong focus on equalities.

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.

7.5 Repopulation

The self-assessment process enables organisations to identify their strengths and the areas for improvement, which help to build a culture of continuous improvement within the organisation. A high performing Council will in turn make Inverclyde a more attractive place in which to live and work.

8.0 CONSULTATION

8.1 The recommendations contained within this report have previously been approved by the CMT.

9.0 LIST OF BACKGROUND PAPERS

9.1 None

| | | | |
|-------------------------|---|--------------------|-------------------------|
| Report To: | Policy and Resources Committee | Date: | 26 March 2019 |
| Report By: | Steven McNab, Head of Organisational Development, Policy and Communications | Report No: | PR/07/19/SMcN/KB |
| Contact Officer: | Karen Barclay, Corporate Policy Officer | Contact No: | 01475 712065 |
| Subject: | Equality Mainstreaming Report 2019, Progress on Equality Outcomes 2017/21 and Equal Pay Statement 2019 | | |

1.0 PURPOSE

1.1 The purpose of this report is to present for the Committee's approval the Council's Equality Mainstreaming Report 2019, an update on progress on the achievement of the Equality Outcomes 2017/21, and the Equal Pay Statement 2019. More details are provided in the Appendices.

Appendix
1
Appendix
2

2.0 SUMMARY

2.1 In terms of The Equality Act 2010, the Council is required to publish Equality Outcomes every four years and report on their progress via a Mainstreaming Report every two years.

2.2 This report covers the period 2016/17-2017/18 and outlines progress made around the delivery of the Equality Outcomes since their publication in 2017. Additionally, information is provided on the Council's workforce in terms of Age; Disability; Ethnicity; Marriage and Civil Partnership Status; Pregnancy and Maternity; Religion or Belief; Sex; Sexual Orientation; and Adoption. Pay Gap details relating to Gender, Disability and Ethnicity are also included in the report, together with the Council's Equal Pay Statement 2019.

2.3 A number of significant points emerged:

- training on Equality Impact Assessments (EIAs) has been delivered to both Elected Members and employees;
- an awareness-raising session on hate crime, third party reporting and counter terrorism was arranged for Elected Members;
- EIAs were prepared between November 2018 and January 2019 for each of the budget saving proposals;
- it would appear that the Council's employees are becoming more comfortable about providing information about their Sexual Orientation;
- between 2016/17 and 2017/18, there was an increase in the number of existing Council employees who applied for promoted posts; and
- overall, the total number of Grievances – and the split between the male and female employees involved – was relatively unchanged during the last two reporting years.

3.0 RECOMMENDATION

3.1 It is recommended that the Committee:

a. approves the contents of this report.

Ruth Binks

Corporate Director – Education, Communities and Organisational Development

4.0 BACKGROUND

4.1 The Equality Act 2010 includes the Public Sector Equality Duty which covers the Protected Characteristics of Age; Disability; Gender Reassignment; Marriage and Civil Partnership; Pregnancy and Maternity; Race; Religion or Belief; Sex; and Sexual Orientation.

4.2 The Equality Duty comprises a General Duty and Specific Duties. The General Duty requires the Council to have *due regard* to the need to:

- eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by The Equality Act 2010;
- advance equality of opportunity between people from different groups; and
- foster good relations between people from different groups.

4.3 *Due regard* means that, during decision making, conscious consideration is given to the three aims of the General Duty.

4.4 The Specific Duties require the Council to:

- set specific, measurable Equality Objectives and publish information about our performance on equality;
- publish sufficient information to show we have considered the three aims of the General Duty across our functions;
- publish evidence of equality analysis undertaken to establish whether our policies and practices would further, or have furthered, the three aims of the General Duty;
- gather, use and publish employment information;
- publish Gender Pay Gap information;
- publish an Equal Pay Statement; and
- consider award criteria and conditions in public procurement.

4.5 The Council's last Equality Mainstreaming Report and Equality Outcomes were approved by the Policy and Resources Committee at its meeting on 21 March 2017.

Min Ref
P&R Cttee,
21.3.17,
Para 204

4.6 In terms of the Specific Duties, the Council's Education Service is required to publish its Equality Outcomes and Mainstreaming Report separately from the main report. The last Education Equality Mainstreaming Report and Equality Outcomes were approved at the meeting of the Education and Communities Committee on 7 March 2017. The Education Equality Mainstreaming Report 2019 was considered by CMT on 14 February 2019 and will be submitted to the meeting of the Education and Communities Committee on 12 March 2019.

Min Ref
E&C Cttee,
7.3.17,
Para 186

4.7 Additionally, the Inverclyde Licensing Report on Mainstreaming Equalities and Delivering Equality Outcomes was published in March 2017. However, rather than publish a separate Licensing Board Mainstreaming Report this year, the Head of Legal and Property Services proposed that such a report relative to the Licensing Board should be incorporated into the Council's Mainstreaming Report 2019.

5.0 EQUALITY OUTCOMES 2017/21 – PROGRESS

5.1 The Council's Mainstreaming Report 2017 included details of our 19 Equality Outcomes 2017/21. Attached as Appendix 1 are details of progress made with delivery of the Outcomes during the last two years. Points to note include:

Appendix 1

- training on EIAs has been delivered to both Elected Members and employees;
- an awareness-raising session on hate crime, third party reporting and counter

terrorism was arranged for Elected Members; and

- EIAs were prepared between November 2018 and January 2019 for each of the budget saving proposals.

5.2 Attached as Appendix 2 is the Council's Mainstreaming Report 2019. Points to note include: Appendix 2

- it would appear that the Council's employees are becoming more comfortable about providing information about their Sexual Orientation;
- between 2016/17 and 2017/18, there was an increase in the number of existing Council employees who applied for promoted posts; and
- overall, the total number of Grievances – and the split between the male and female employees involved – was relatively unchanged during the last two reporting years.

5.3 It should be noted that, where the number of responses was the equivalent of five or less, the data in the tables contained in Appendix 2 has been suppressed to protect the identity of the respective employees.

5.4 The following Case Studies are included in Appendix 2 with the aim of highlighting specific progress with delivery of the Outcomes:

- Lesbian, Gay, Bisexual, Transgender (LGBT) Bronze Youth Charter Award; and
- Disability Confident Scheme (DCS) – Level 3 Status.

6.0 IMPLICATIONS

6.1 Financial implications - one-off costs:

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

Financial implications - annually recurring costs/(savings):

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

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

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

6.4 **Equalities:** This report aims to progress the Council's commitment to equalities and, in doing so, comply with the associated legislative requirements. There are no direct equalities implications arising from this report.

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

7.0 CONSULTATION

7.1 The Corporate Equalities Group, together with other appropriate Council Officers, were consulted on the contents of this report and their input has been included, as appropriate.

8.0 CONCLUSION

8.1 The Committee is asked to approve the contents of this report.

9.0 BACKGROUND PAPERS

9.1 There are no background papers regarding this report.

Inverclyde Council Equality Outcomes 2017/21

Equality Outcome 1: Inverclyde Council's employees and Elected Members are able to respond confidently and appropriately to the needs of service users and colleagues

| | How will we get there? | How will we know? | Commentary – March 2019 | Protected Characteristics |
|----|---|---|---|--|
| a. | Regular face-to-face and online training sessions are available for all employees and Elected Members | Continue to meet the target of participants in training sessions for equality (annually) | <p>Equalities training was provided for employees on a variety of topics included anti-sectarianism, the Protected Characteristics and hate crime.</p> <p>In 2018, delivered training on EIAs to both Elected Members and employees.</p> <p>In September 2018, a training session on equalities was arranged for Councillors, specifically in relation to their roles as Elected Members.</p> | Age, Disability, Gender Reassignment, Race, Religion or Belief, Sexual Orientation |
| b. | Raise awareness of cultural differences to help with community integration | Two cultural awareness seminars to be held (one in 2017 and one in 2018) | <p>A Syrian/Afghan/Scottish Bazaar took place on 21 June 2017; the event was supported by the Council and promoted on our intranet.</p> <p>Two Eid events were held in 2017 and one in 2018. Syrian families also participated in NHS 70 events (to mark the 70th year of the NHS).</p> | |
| c. | Communications Strategy to be implemented | Improved communications across the Council that reflects the diversity of the Council's employees and the wider community it serves | The Communications Strategy was approved by the Policy and Resources Committee at its meeting on 21 March 2017. The Strategy includes equalities information and highlights the Council's communications obligations regarding the equalities legislation. | |
| d. | Increase hate crime awareness for employees and Elected Members | Hate crime awareness will increase, together with an understanding of how/where to report hate crime/incidents (by 2018) | An awareness-raising session was delivered to Elected Members on 30 August 2018 on hate crime, third party reporting and counter terrorism. Training on hate crime was also provided for Council employees. | |

| | How will we get there? | How will we know? | Commentary – March 2019 | Protected Characteristics |
|----|---|--|---|---------------------------|
| | | | <p>An initiative - entitled <i>Project 22</i> – which produced an illustrated comic with digital components which allowed it to come to life was developed in collaboration with the Children and Families Team, Community Police Officers, <i>Your Voice</i> and young Syrians (New Scots) to raise awareness of hate crime issues.</p> <p>At its meeting on 22 May 2018, the Policy and Resources Committee approved the Inverclyde PREVENT Strategy and Inter-Agency Guidance which informs people about what they can do to prevent vulnerable people being drawn into terrorism. At that time, it was also agreed that a PREVENT staff training approach should be communicated to all staff and partner agencies.</p> <p>We posted anti-terrorism messages on our intranet to encourage our employees to remain alert but not alarmed about the threats posed by terrorist attacks. Advice was also provided on personal and building security.</p> | |
| e. | Access to translation services is improved for service users, as required | An Officer in each service area is identified to monitor usage of the telephone interpretation service | The Council has access to a telephone interpreting service on an as-required basis; training has also been provided for key contacts in Council Services. | |
| | | A plan is in place for incidents that require a face-to-face translation service | <p>The appropriate arrangements will be made if a face-to-face translation service is required.</p> <p>The British Sign Language (BSL) Scotland Act 2015 promotes the use of BSL in Scotland and required the Council to produce a BSL Plan 2018/24 which outlined how we will promote and raise awareness of the language. Our Plan was approved by the Policy and Resources Committee at its meeting on 13 November 2018 and published – in English and</p> | |

| | How will we get there? | How will we know? | Commentary – March 2019 | Protected Characteristics |
|----|--|--|---|----------------------------------|
| | | | <p>in BSL - in line with the Scottish Government's deadline.</p> <p>One of the improvement actions in our BSL Plan 2018/24 is the introduction of contactSCOTLAND-BSL, the BSL interpreting video relaying service; this is currently being explored.</p> | |
| f. | Budget savings will be subject to EIAs | EIAs for each budget saving are published on the Council's website (ongoing) | EIAs were prepared between November 2018 and January 2019 for each of the budget saving proposals. Following confirmation of the Council's Budget on 21 March 2019, the relevant EIAs will be published on our website. | |

Equality Outcome 2: Inverclyde's children, citizens and communities are able to access our services and buildings with ease and confidence

| | How will we get there? | How will we know? | Commentary – March 2019 | Protected Characteristics |
|----|---|--|--|--|
| a. | Establish a Multi-Agency Equality Group | A Multi-Agency Equality Group is established and communication about equalities issues between communities, the Third Sector and the Council is improved (June 2017) | <p>Chaired by the Head of Education, a Multi-Agency Equalities Group has been established, comprising Council Officers and representatives from a number of Community Planning Partners.</p> <p>The Inverclyde Alliance is the Community Planning Partnership for the local area; membership of the Alliance includes Police Scotland, West College Scotland and a wide range of other organisations. Inequalities is reflected in the Alliance's Local Outcomes Improvement Plan 2017/22 which contains three Strategic Priorities, one of which is <i>Inequalities – there be low levels of poverty and deprivation and the gap in income and health between the richest and poorest members of our communities will be reduced.</i></p> | Age, Disability, Gender Reassignment, Race, Religion or Belief, Sexual Orientation |
| b. | Continue to support refugee families and facilitate engagement with appropriate services | Support provided to refugee families is evaluated on an ongoing basis (ongoing) | We continue to provide support services in conjunction with our Community Planning Partners and local third sector organisations. | |
| c. | Implement improvements from Inverclyde's self-assessment of the Inverclyde Alliance Pregnancy and Parenthood in Young People Improvement Plan | There will be fewer unplanned pregnancies amongst young women (ongoing) | The Improvement Plan will be submitted to the June 2019 meeting of the Inverclyde Alliance Board. | |
| | | Young people who are becoming parents are provided with ongoing support appropriate to their needs (ongoing) | We continue to provide support services in conjunction with our Community Planning Partners and local third sector organisations. | |

| | | | | |
|----|--|--|---|--|
| d. | Continue to develop services, guidance and support for the transgender community | Where practicable, existing toilet facilities will be re-designated as accessible toilets to meet the needs of the transgender community (on a phased basis up to 2018) | A number of toilets in Council buildings (including educational establishments) have been re-designated as accessible toilets. | |
| e. | Continue to improve the condition of roads and pavements in line with the Roads Asset Management Plan | The Council's Environment, Regeneration and Resources Corporate Directorate Improvement Plan (CDIP) Performance Reports will provide evidence of improved roads and pavements (every 2nd Committee cycle in line with the CDIP performance reporting schedule) | In 2012, the Council invested £29 million in a five year improvement programme which included road and pavement resurfacing works, an extensive road patching and pothole repairs programme, street lighting replacement works and improvements to bridges. In the last six years, we treated and upgraded 220 km of roads and pavements which has resulted in a reduction in the number of Inverclyde's roads which require maintenance treatment. | |
| f. | Continue to work towards improving access to buildings and Council facilities to ensure they are as inclusive as practicable | An equality access audit process will be rolled out across Council buildings regularly used by the public | Equality access audits have been carried out in a number of Council buildings. | |

Equality Outcome 3: Measures to prevent and eradicate violence against women and girls are making Inverclyde a place where all individuals are equally safe and respected and all women and girls can expect to live free from such abuse and the attitudes that perpetrate it

| | How will we get there? | How will we know? | Commentary – March 2019 | Protected Characteristics |
|----|---|--|---|----------------------------------|
| a. | Develop and deliver the Inverclyde Violence Against Women Multi-Agency Partnership (VAWMAP) Strategy 2017/22 and yearly Action Plan | The Strategy is in place and regular updates on the Action Plan are reported to the Corporate Equalities Group. An annual Outcome Report is provided to the Inverclyde Alliance. | <p>The Inverclyde Violence Against Women Multi-Agency Strategy 2017/22 was approved by the Inverclyde Alliance Board at its meeting on 19 June 2017. Regular updates on the Action Plan are provided to the Corporate Equalities Group.</p> <p>In March 2018, with support from the Improvement Service, the Violence Against Women Multi-Agency Partnership carried out a self-assessment exercise, the output of which was the development of an improvement plan.</p> <p>The Service Manager - Children, Families and Criminal Justice, now Chairs the VAWMAP and provides updates to the Community Safety Strategy Group at its 6-monthly meetings.</p> | Race, Religion or Belief, Sex |

Equality Outcome 4: There are no barriers in recruitment, training and promotion opportunities for Inverclyde Council

| | How will we get there? | How will we know? | Commentary – March 2019 | Protected Characteristics |
|----|--|---|---|----------------------------------|
| a. | All staff to be asked to update their Equal Opportunities status during 2017 to allow the Council to monitor, report on and take action to remove any barriers in recruitment, training or promotion opportunities | The number of staff disclosing information has increased (by the end of 2017) | An equal opportunities update exercise is carried out every three years. The response rate from the 2018 exercise was more than double the response rate to the previous initiative. | |
| b. | Seek to address any identified Pay Gap through regular promotions and targeted events | The Gender Pay Gap has reduced (March 2018) | <p>Between 2016/17 and 2017/18, the Council's Gender Pay Gap reduced from 9.3% to 8.7%. We will continue to monitor the Pay Gap and take appropriate steps to address any imbalance that occurs.</p> <p>As part of International Women's Day 2017, we held an event at which attendees were given the opportunity to unpick the barriers they perceive exist when it comes to women applying for promoted posts at the Council.</p> <p>The theme for this year's International Women's Day is the promotion of science, technology, engineering and mathematics (STEM) careers to women. An event has been organised for 7 March 2019 at which locally-based keynote speakers will share their experiences of volunteering or working in those areas.</p> | |
| c. | The Council continues its membership of the DCS | The Council has retained membership of the DCS (ongoing) | <p>The Council was awarded Disability Confident Level 3 Status in September 2017. The Scheme aims to challenge attitudes, remove barriers, and improve opportunities for disabled people and those with long-term health conditions.</p> <p>The next step is the setting up of a Disabled Staff Forum; this is currently being progressed.</p> | |

| | | | | |
|----|---|--|---|--|
| | | | | |
| d. | An equalities leaflet has been produced to highlight that jobs are not gender-specific (2017) | Equalities leaflets/web pages on the Protected Characteristics are available (August 2017) | A new leaflet was produced which aims to encourage potential applicants to consider what are traditionally seen as male or female roles at the Council. | |

Equality Outcome 5: All Inverclyde residents have an opportunity to share in the area's economic growth

| | How will we get there? | How will we know? | Commentary – March 2019 | Protected Characteristics |
|----|---|--|---|----------------------------------|
| a. | Facilitate the DCS accreditation for Inverclyde employers | An increase in the number of employers with the DCS accreditation | <p>In September 2017, Inverclyde Council became only the second local authority in Scotland to achieve Leadership Status in the Scheme for employers to recruit and retain disabled people.</p> <p>One of the conditions of our accreditation as a Disability Confident Employer is that we promote the Scheme to other employers who may be interested the initiative; this is being progressed.</p> | |
| b. | Delivery of actions from the Skills Development Scotland (SDS) Equality and Diversity Action Plan | Monitoring of measures included in the Action Plan (ongoing) | <p>To challenge the perceptions which result in under-representation, we continue to work with SDS and Partners in Education, other local authorities, contracted Providers, Colleges, Third Sector organisations, Equality Groups and agencies, Developing the Young Workforce (DYW) Regional Groups, and employers and their representative groups.</p> <p>We continue to support SDS to enable them to deliver their Equality and Diversity Action Plan.</p> | |
| c. | Ensure equalities are embedded within the Council's procurement approach and documentation | All successful tenderers will have certified their compliance with statutory equality requirements (ongoing) | Part of our tendering process includes the obligation that a contractor undertakes that it has and shall comply with all statutory requirements in respect of ensuring equal opportunity in employment and has not and shall not unlawfully discriminate either directly or indirectly on such grounds as Race, Colour, Ethnic or National Origin, Disability, Gender, Sex or Sexual orientation, Religion or Belief, or Age. | |

**Equality Mainstreaming Report 2019
Progress on Equality Outcomes 2017/21
Equal Pay Statement 2019**

Contents

| | | |
|------------|--|---|
| 1.0 | Introduction | |
| | 1.1 | Our legal obligations |
| | 1.2 | Equalities governance and organisational culture |
| | 1.3 | Supporting Directorates/Services to meet the General Duty and Specific Duties |
| 2.0 | Equality Outcomes 2017/21 | |
| | Equality Outcome 1: Inverclyde Council's employees and Elected Members are able to respond confidently and appropriately to the needs of service users and colleagues | |
| | Equality Outcome 2: Inverclyde's children, citizens and communities are able to access our services and buildings with ease and confidence | |
| | Equality Outcome 3: Measures to prevent and eradicate violence against women and girls are making Inverclyde a place where all individuals are equally safe and respected and all women and girls can expect to live free from such abuse and the attitudes that perpetrate it | |
| | Equality Outcome 4: There are no barriers in recruitment, training and promotion opportunities for Inverclyde Council | |
| | Equality Outcome 5: All Inverclyde residents have an opportunity to share in the area's economic growth | |
| 3.0 | Employee Profile | |
| | 3.1 | Headcount information |
| | 3.2 | Gender |
| | 3.3 | Age |
| | 3.4 | Disability |
| | 3.5 | Ethnicity |
| | 3.6 | Sexual Orientation |
| | 3.7 | Religion or Belief |
| | 3.8 | Marriage and Civil Partnership Status |
| 4.0 | Recruitment | |
| | 4.1 | Gender |
| | 4.2 | Age |
| | 4.3 | Disability |
| | 4.4 | Ethnicity |
| | 4.5 | Sexual Orientation |
| | 4.6 | Religion or Belief |
| | 4.7 | Marriage and Civil Partnership Status |
| 5.0 | Leavers | |
| | 5.1 | Gender |
| | 5.2 | Age |
| | 5.3 | Disability |
| | 5.4 | Ethnicity |
| | 5.5 | Sexual Orientation |
| | 5.6 | Religion or Belief |
| | 5.7 | Marriage and Civil Partnership Status |
| 6.0 | Disciplinary Action | |
| | 6.1 | Gender |
| | 6.2 | Age |

| | | |
|-------------|----------------------------------|---|
| | 6.3 | Disability |
| | 6.4 | Ethnicity |
| | 6.5 | Marriage and Civil Partnership Status |
| 7.0 | Grievances | |
| | 7.1 | Gender |
| | 7.2 | Age |
| | 7.3 | Disability |
| | 7.4 | Ethnicity |
| | 7.5 | Marriage and Civil Partnership Status |
| 8.0 | Flexible Working Requests | |
| | 8.1 | Gender |
| | 8.2 | Age |
| | 8.3 | Disability |
| | 8.4 | Ethnicity |
| | 8.5 | Marriage and Civil Partnership Status |
| 9.0 | Adoption | |
| 10.0 | Pregnancy and Maternity | |
| 11.0 | Training | |
| | 11.1 | Gender |
| | 11.2 | Age |
| | 11.3 | Disability |
| | 11.4 | Ethnicity |
| | 11.5 | Sexual Orientation |
| | 11.6 | Religion or Belief |
| | 11.7 | Marriage and Civil Partnership Status |
| 12.0 | Case studies | |
| 13.0 | Equal Pay | |
| | 13.1 | Average Total Pay Analysis for Gender, Disability and Ethnicity |
| 14.0 | Equal Pay Statement 2019 | |

1.0 Introduction

Inverclyde Council believes in, and is committed to, the principle of equality of opportunity. The Council recognises its responsibilities as a community leader, service provider and employer to encourage the fair treatment of all individuals and to tackle social exclusion and inequality. It also recognises the benefits this brings to the community, the Council and its employees.

The vision for the Inverclyde area is *Getting it right for every child, citizen and community*. This means that the Council and its partners will work in partnership to create a confident, inclusive Inverclyde with safe and sustainable, healthy, nurtured communities, and a thriving, prosperous economy, with active citizens who are resilient, respected and responsible and able to make a positive contribution to the area.

Community planning brings all the public sector partners in an area together to plan and co-ordinate action and resources to improve outcomes for local people. The Inverclyde Alliance is the Community Planning Partnership for the local area. The Local Outcomes Improvement Plan 2017/22 (LOIP) sets out the Outcomes that Community Planning Partners will seek to improve. The LOIP does not cover everything that is being delivered in Inverclyde but focuses on three key Priorities:

1. **Population:** Inverclyde's population will be stable and sustainable with an appropriate balance of socio-economic groups that is conducive to local economic prosperity and longer term population growth
2. **Inequalities:** There will be low levels of poverty and deprivation and the gap between the richest and the poorest members of our communities will be reduced
3. **Environment, culture and heritage:** Inverclyde's environment, culture and heritage will be protected and enhanced to create a better place for all Inverclyde residents and an attractive place in which to live, work and visit.

There are also a number of Wellbeing Indicators that the Inverclyde Alliance has adopted:

1. **Safe:** Protected from abuse, neglect or harm and supported when at risk. Enabled to understand and take responsibility for actions and choices. Having access to a safe environment to live and learn in.
2. **Healthy:** Achieve high standards of physical and mental health and equality of access to suitable health care and protection, while being supported and encouraged to make healthy and safe choices.
3. **Achieving:** Being supported and guided in lifelong learning. Having opportunities for the development of skills and knowledge to gain the highest standards of achievement in educational establishments, work, leisure or the community.
4. **Active:** Having opportunities to take part in activities and experiences in educational establishments and the community, which contribute to a healthy life, growth and development.
5. **Respected and Responsible:** Respected and shared responsibilities. Citizens involved in decision-making and play an active role in improving the community.
6. **Included:** Overcoming social, educational, health and economic inequalities and being valued as part of the community.

The delivery of Outcomes across the Council should also take into consideration how they impact on the delivery of the Wellbeing Indicators.

Our *Nurturing Inverclyde* approach aims to *get it right for every child, citizen and community*; this includes how we ensure that people with Protected Characteristics are safe, healthy, achieving, nurtured, active, respected, responsible and included. There are particular issues for those with Protected Characteristics within these Wellbeing Outcomes. For example, keeping people safe from hate crime; ensuring that leisure

services are accessible; and making sure that no-one is excluded from being a valued part of the local community.

It should be noted that, where the number of responses was the equivalent of five or less, the data in the tables contained in this Appendix has been suppressed to protect the identity of the respective employees.

1.1 Our legal obligations

The Equality Act 2010 includes the Public Sector Equality Duty which covers the Protected Characteristics of Age; Disability; Gender Reassignment; Marriage and Civil Partnership; Pregnancy and Maternity; Race; Religion or Belief; Sex; and Sexual Orientation.

The Equality Duty comprises a General Duty and Specific Duties. The General Duty requires the Council to have *due regard* to the need to:

- eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by The Equality Act 2010;
- advance equality of opportunity between people from different groups; and
- foster good relations between people from different groups.

Due regard means that, during decision making, conscious consideration is given to the three aims of the General Duty.

The Specific Duties require the Council to:

- set specific, measurable Equality Objectives and publish information about our performance on equality;
- publish sufficient information to show we have considered the three aims of the General Duty across our functions;
- publish evidence of equality analysis undertaken to establish whether our policies and practices would further, or have furthered, the three aims of the General Duty;
- gather, use and publish employment information;
- publish Gender Pay Gap information;
- publish an Equal Pay Statement; and
- consider award criteria and conditions in public procurement.

In terms of The Equality Act 2010, the Council is required to publish Equality Outcomes every four years and report on their progress via a Mainstreaming Report every two years. Additionally, Education Authorities are required to publish their Equality Outcomes and Mainstreaming Report separately from their partner local authority.

1.2 Equalities governance and organisational culture

The equalities remit sits with the Head of Organisational Development, Policy and Communications in the Education, Communities and Organisational Development Directorate. The Corporate Equalities Group (CEG) is chaired by the Corporate Director - Education, Communities and Organisational Development, and its terms of reference are to reinforce and progress the Council's commitment to equalities and, in doing so, comply with associated legislative requirements.

The role of the CEG is to:

- drive the Council's commitment to equalities consistently across all Council Services to ensure better equality outcomes;
- ensure the Council is meeting its legislative duties, as outlined in The Equality Act 2010; and
- establish a robust performance and planning framework for equalities.

The focus of the CEG meetings is primarily on understanding and ensuring compliance with the legislative duties arising from The Equality Act 2010. The Group also monitors progress against the published Equality Outcomes, facilitates support for staff directly involved in delivering those Outcomes, and offers

the relevant Council Services an opportunity to showcase work or projects that relate directly to one or more of the Protected Characteristics.

1.3 Supporting Council Services to meet the General Duty and Specific Duties

The Corporate Policy Officer, who has responsibility for equalities, is located in the Organisational Development, Policy and Communications Service but works alongside all Directorates and Services to help build capacity to effectively mainstream equality and diversity across the Council.

During the last two years, examples of interventions for the Council include:

- supporting staff across the Council to complete the EIAs required as part of the Council's budget-setting process; and
- the arranging of external training on anti-sectarianism for staff.

2.0 Equality Outcomes 2017/21

The Council's Equality Outcomes were refreshed two years ago and approved by the Policy and Resources Committee at its meeting on 21 March 2017.

Equality Outcome 1: Inverclyde Council's employees and Elected Members are able to respond confidently and appropriately to the needs of service users and colleagues

- Regular face-to-face and online training sessions are available for all employees and Elected Members
- Race awareness of cultural differences to help with community integration
- Communications Strategy to be implemented
- Increase hate crime awareness for employees and Elected Members
- Access to translation services is improved for service users, as required
- Budget savings will be subject to EIAs

Equality Outcome 2: Inverclyde's children, citizens and communities are able to access our services and buildings with ease and confidence

- Establish a Multi-Agency Equality Group
- Continue to support refugee families and facilitate engagement with appropriate services
- Implement improvements from Inverclyde's self-assessment of the Inverclyde Alliance's Pregnancy and Parenthood in Young People Improvement Plan
- Continue to develop services, guidance and support for the transgender community

Equality Outcome 3: Measures to prevent and eradicate violence against women and girls are making Inverclyde a place where all individuals are equally safe and respected and all women and girls can expect to live free from such abuse and the attitudes that perpetrate it

- Develop and deliver the Inverclyde Violence Against Women Multi-Agency Partnership Strategy 2017/22 and yearly Action Plan

Equality Outcome 4: There are no barriers in recruitment, training and promotion opportunities for Inverclyde Council

- All staff to be asked to update their Equal Opportunities status during 2017 to allow the Council to monitor, report on and take action to remove any barriers in recruitment, training or promotion opportunities
- Seek to address any identified Pay Gap through regular promotions and targeted events
- The Council continues its membership of the DCS
- An equalities leaflet has been produced to highlight that jobs are not gender-specific (2017)

Equality Outcome 5: All Inverclyde residents have an opportunity to share in the area's economic growth

- Facilitate the DCS accreditation for Inverclyde employers
- Delivery of actions from the Skills Development Scotland Equality and Diversity Action Plan
- Ensure equalities are embedded within the Council's procurement approach and documentation.

3.0 EMPLOYEE PROFILE

3.1 Employee Profile – Head count information

For the purposes of this Report, the head count represents each unique individual who works for Inverclyde Council. Some employees have more than one job at the Council, therefore, the head count figures used here, and for the breakdown of Protected Characteristics, may be less than other figures which express the number of jobs at the Council. With the exception of the Gender Pay Gap, Modern Apprentices are also included in the calculations.

3.2 Employee Profile – Gender

| Employee Profile – Gender | | | | |
|----------------------------------|----------------|----------|----------------|----------|
| All staff | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Male | 988 | 25.28 | 1,002 | 25.14 |
| Female | 2,921 | 74.72 | 2,983 | 74.86 |

What the data tells us:

The data shows that, during the last two reporting years, the male/female split of employees was almost unchanged: our workforce comprised just over a quarter (25%) male employees, with females making up just under three quarters (75%) of our staff.

3.3 Employee Profile – Age

| Employee Profile – Age | | | | |
|-------------------------------|----------------|----------|----------------|----------|
| All staff | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Age in years | | | | |
| 16-19 | 20 | 0.51 | 15 | 0.38 |
| 20-29 | 310 | 7.93 | 359 | 9.01 |
| 30-39 | 704 | 18.01 | 731 | 18.34 |
| 40-49 | 985 | 25.20 | 938 | 23.54 |
| 50-59 | 1,422 | 36.38 | 1,456 | 36.54 |
| 60-65 | 404 | 10.34 | 419 | 10.51 |
| > 65 | 64 | 1.64 | 67 | 1.68 |

What the data tells us:

The data shows, in both 2016/17 and 2017/18, the majority of the Council's employees were aged 50-59 years. During the two reporting years, the number of staff aged between 16 and 19 years fell very slightly (by 0.13%). However, in terms of workforce planning, it is encouraging to note that there was a small increase (of 1.08%) in members of staff aged 20-29 years.

When a comparison is made with the age profile of Inverclyde Council's staff and that of the local population, it is interesting to note that the majority of our employees were aged 50-59 years during the last two reporting years, while the majority of the local population was aged over 65 years at the time of the last Census in 2011. The next Census is expected to be carried out in 2021.

3.4 Employee Profile – Disability

| Employee Profile – Disability | | | | |
|-------------------------------|---------|-------|---------|-------|
| All staff | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Disability | 85 | 2.17 | 111 | 2.79 |
| No disability | 2,888 | 73.88 | 3,125 | 78.42 |
| Prefer not to answer | 388 | 9.93 | 278 | 6.98 |
| Null/Blank | 548 | 14.02 | 471 | 11.82 |

What the data tells us:

Between 2016/17 and 2017/18, there was an improvement in the disclosure figures around Disability: we saw a fall of 2.2% in the number of people who opted for the *Null/Blank* response when asked if they had a Disability, complemented by a decrease (of 2.95%) in the number of people who preferred not to answer this question. It should be noted that choosing the *Prefer not to answer* option is preferable to choosing not to respond at all (i.e *Null/Blank*).

3.5 Employee Profile – Ethnicity

| Employee Profile – Ethnicity | | | | | |
|---|--|---------|-------|---------|-------|
| All staff | | 2016/17 | | 2017/18 | |
| | | No. | % | No. | % |
| White | | | | | |
| a. | Scottish | 2,707 | 69.25 | 3,013 | 75.61 |
| b. | English | 42 | 1.07 | 34 | 0.85 |
| c. | Welsh | ≤5 | 0.05 | 0 | 0 |
| d. | Northern Irish | 12 | 0.31 | 10 | 0.25 |
| e. | British | 91 | 2.33 | 71 | 1.78 |
| f. | Irish | 195 | 4.99 | 150 | 3.76 |
| g. | Gypsy/Traveller | 0 | 0 | 0 | 0 |
| h. | Eastern European | ≤5 | ≤5 | ≤5 | ≤5 |
| i. | Other white ethnic group | 40 | 1.02 | 60 | 1.51 |
| Mixed or Multiple Ethnic Groups | | | | | |
| a. | Any mixed or multiple ethnic group | ≤5 | ≤5 | ≤5 | ≤5 |
| Asian, Asian Scottish or Asian British | | | | | |
| a. | Pakistani, Pakistani Scottish or Pakistani British | ≤5 | ≤5 | ≤5 | ≤5 |
| b. | Indian, Indian Scottish or Indian British | ≤5 | ≤5 | ≤5 | ≤5 |
| c. | Bangladeshi, Bangladeshi Scottish or Bangladeshi British | 0 | 0 | 0 | 0 |
| d. | Chinese, Chinese Scottish or Chinese British | ≤5 | ≤5 | ≤5 | ≤5 |
| e. | Other Asian, Asian Scottish or Asian British | ≤5 | ≤5 | ≤5 | ≤5 |
| African | | | | | |
| a. | African, African Scottish or African British | | | | |
| Caribbean or Black | | | | | |
| a. | Caribbean, Caribbean Scottish or Caribbean British | ≤5 | ≤5 | ≤5 | ≤5 |
| b. | Black, Black Scottish or Black British | ≤5 | ≤5 | ≤5 | ≤5 |
| c. | Other Caribbean or Black | ≤5 | ≤5 | ≤5 | ≤5 |

| Employee Profile – Ethnicity | | | | | |
|------------------------------|-------|---------|------|---------|-------|
| All staff | | 2016/17 | | 2017/18 | |
| | | No. | % | No. | % |
| Other Ethnic Group | | | | | |
| a. | Arab | ≤5 | ≤5 | ≤5 | ≤5 |
| b. | Other | 6 | 0.15 | 9 | 0.23 |
| Prefer not to answer | | 231 | 5.91 | 135 | 3.39 |
| Null/Blank | | 567 | 14.5 | 481 | 12.07 |

What the data tells us:

It is encouraging to note that, between 2016/17 and 2017/18, there was a decrease in the number of Council staff who opted not to provide any information about their Ethnicity: we saw a fall of 2.52% in the number of employees who chose the *Prefer not to answer* option, as well as a decrease of 2.43% in the number of staff who chose the *Null/Blank* response.

When a comparison is made with the Ethnicity of Inverclyde Council's staff (who disclosed that information) and that of the local population, it is interesting to note that the majority of our employees identified as *White Scottish* during the last two reporting years (69.25% and 75.61% in 2016/17 and 2017/18 respectively), compared to 93.79% of Inverclyde's residents at the time of the last Census in 2011. The next Census is expected to be carried out in 2021.

3.6 Employee Profile – Sexual Orientation

| Employee Profile – Sexual Orientation | | | | | |
|---------------------------------------|--|---------|-------|---------|-------|
| All staff | | 2016/17 | | 2017/18 | |
| | | No. | % | No. | % |
| Lesbian, Gay or Bisexual | | 31 | 0.79 | 45 | 1.13 |
| Heterosexual/Straight | | 1,706 | 43.64 | 2,247 | 56.39 |
| Prefer not to answer | | 92 | 2.35 | 119 | 2.99 |
| Null/Blank | | 2,080 | 53.21 | 1,572 | 39.45 |
| Other | | 0 | 0 | ≤5 | ≤5 |

What the data tells us:

The figures show that there was a very small increase (of 0.64%) in the number of employees who chose the *Prefer not to answer* option when asked about their Sexual Orientation. However, it is encouraging to note that there was a significant decrease (of 13.76%) in the number of staff who opted for the *Null/Blank* response when they were asked this question. This would suggest that Inverclyde Council's employees are becoming more comfortable about providing information about their Sexual Orientation.

3.7 Employee Profile – Religion or Belief

| Employee Profile – Religion or Belief | | | | |
|---------------------------------------|---------|-------|---------|-------|
| All staff | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Buddhist | <5 | <5 | <5 | <5 |
| Church of Scotland | 563 | 14.4 | 676 | 16.96 |
| Hindu | 11 | 0.28 | 7 | 0.18 |
| Humanist | 7 | 0.18 | 6 | 0.15 |
| Jewish | 0 | 0 | <5 | <5 |
| None | 335 | 8.57 | 465 | 11.67 |
| Muslim | <5 | <5 | 6 | 0.15 |
| Other Christian | 101 | 2.58 | 122 | 3.06 |
| Other Religion | 16 | 0.41 | 17 | 0.43 |
| Pagan | <5 | <5 | <5 | <5 |
| Prefer not to answer | 109 | 2.79 | 146 | 3.66 |
| Roman Catholic | 697 | 17.83 | 981 | 24.62 |
| Sikh | 0 | 0 | <5 | <5 |
| Null/Blank | 2,063 | 52.78 | 1,549 | 38.87 |

What the data tells us:

The figures show that, between 2016/17 and 2017/18, the number of staff who chose the *Prefer not to answer* option when asked about their Religion or Belief rose slightly (by 0.87%). However, it is encouraging to note there was a marked decrease (of 13.91%) in the number of our employees who opted for *Null/Blank* when asked about their Religion or Belief.

3.8 Employee Profile – Marriage and Civil Partnership Status

| Employee Profile – Marriage and Civil Partnership Status | | | | |
|--|---------|-------|---------|-------|
| All staff | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Divorced/Separated | 229 | 5.86 | 267 | 6.7 |
| Living with Partner | 237 | 6.06 | 273 | 6.85 |
| Married/Civil Partnership | 1,937 | 49.55 | 2,013 | 50.51 |
| Single | 751 | 19.21 | 799 | 20.05 |
| Widowed | 39 | 1 | 50 | 1.25 |
| Prefer not to answer | 345 | 8.83 | 272 | 6.83 |
| Null/Blank | 371 | 9.49 | 311 | 7.8 |

What the data tells us:

During the last two reporting years, when asked about their Marriage and Civil Partnership Status, there was a decrease (of 2%) in the number of our staff who chose the *Prefer not to answer* option. It is pleasing also to note that the number of employees who opted for the *Null/Blank* response when asked this question also fell (by 1.69%) between 2016/17 and 2017/18.

4.0 RECRUITMENT

4.1 Recruitment – Gender

| Recruitment – Gender 2016/17 | | | | | | |
|---------------------------------|--------------|-------|------------|-------|--------------|-------|
| | Applications | | Interviews | | Appointments | |
| | No. | % | No. | % | No. | % |
| Male | 2,170 | 28.95 | 476 | 27.87 | 129 | 27.1 |
| Female | 5,235 | 69.84 | 1,206 | 70.61 | 339 | 71.22 |
| Prefer not to answer | 25 | 0.33 | <5 | <5 | <5 | <5 |
| Null/Blank | 66 | 0.88 | 25 | 1.46 | 7 | 1.47 |

| Recruitment – Gender 2017/18 | | | | | | |
|---------------------------------|--------------|-------|------------|-------|--------------|-------|
| | Applications | | Interviews | | Appointments | |
| | No. | % | No. | % | No. | % |
| Male | 2,560 | 27.52 | 592 | 24.21 | 131 | 21.03 |
| Female | 6,657 | 71.57 | 1,829 | 74.81 | 476 | 76.4 |
| Prefer not to answer | 27 | 0.29 | <5 | <5 | <5 | <5 |
| Null/Blank | 57 | 0.61 | 23 | 0.94 | 15 | 2.41 |

What the data tells us:

During the last two years, the number of male and female applicants who expressed an interest in working for the Council was fairly steady at around 28% and 70% respectively.

In terms of the Gender of interviewees, there was a small decrease (of 3.66%) in male candidates between 2016/17 and 2017/18, together with an increase (of 4.2%) in female candidates. This goes on to be reflected at the appointments stage of the recruitment process where we saw a fall of 6.07% in males who secured a position at the Council, together with an increase of 5.18% in successful female candidates.

Recruitment – Promoted posts

| Recruitment – Applications for promoted posts | | | | |
|---|---------|-------|---------|-------|
| | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Male | 125 | 32.22 | 158 | 29.53 |
| Female | 262 | 67.53 | 375 | 70.09 |
| Prefer not to answer | 0 | 0 | 0 | 0 |
| Null/Blanks | <5 | <5 | <5 | <5 |

What the data tells us:

It is encouraging to note that, between 2016/17 and 2017/18, there was an increase in the number of both male and female Council employees who applied for promoted posts.

Recruitment – Successful applications for promoted posts

| | 2016/17 | | 2017/18 | |
|--------|---------|-------|---------|-------|
| | No. | % | No. | % |
| Male | 18 | 33.96 | 18 | 25.35 |
| Female | 35 | 66.04 | 53 | 74.65 |

What the data tells us:

While the number of male employees who were promoted during 2016/17 and 2017/18 was unchanged (at 18), we saw a marked increase (also of 18) in the number of female employees who successfully applied for promotion.

4.2 Recruitment – Age

Recruitment – Age 2016/17

| Age group in years | Applications | | Interviews | | Appointments | |
|--------------------|--------------|-------|------------|-------|--------------|-------|
| | No. | % | No. | % | No. | % |
| Under 20 | 268 | 3.58 | 43 | 2.52 | 21 | 4.41 |
| 20-29 | 2,408 | 32.12 | 495 | 28.98 | 158 | 33.19 |
| 30-39 | 1,734 | 23.13 | 423 | 24.77 | 104 | 21.85 |
| 40-49 | 1,525 | 20.34 | 389 | 22.78 | 102 | 21.43 |
| 50-59 | 1,196 | 15.96 | 280 | 16.39 | 73 | 15.34 |
| 60-65 | 238 | 3.18 | 42 | 2.46 | 8 | 1.68 |
| Over 65 | 6 | 0.08 | 0 | 0 | 0 | 0 |
| Blanks/Unknown | 121 | 1.61 | 36 | 2.11 | 10 | 2.1 |

Recruitment – Age 2017/18

| Age group in years | Applications | | Interviews | | Appointments | |
|--------------------|--------------|-------|------------|-------|--------------|-------|
| | No. | % | No. | % | No. | % |
| Under 20 | 255 | 2.74 | 62 | 2.54 | 11 | 1.77 |
| 20-29 | 2,660 | 28.6 | 670 | 27.4 | 173 | 27.77 |
| 30-39 | 2,405 | 25.86 | 654 | 26.75 | 173 | 27.77 |
| 40-49 | 1,853 | 19.92 | 515 | 21.06 | 134 | 21.51 |
| 50-59 | 1,482 | 15.93 | 414 | 16.93 | 92 | 14.77 |
| 60-65 | 380 | 4.09 | 78 | 3.19 | 20 | 3.21 |
| Over 65 | 30 | 0.32 | 7 | 0.29 | <5 | <5 |
| Blanks/Unknown | 236 | 2.54 | 45 | 1.84 | 17 | 2.73 |

What the data tells us:

Between 2016/17 and 2017/18, there was a reduction (of 2.64%) in the number of successful candidates aged under 20 years. We also saw a marked increase in the number of people aged 60-65 who applied for a post at the Council (rising from 238 in 2016/17 to 380 in 2017/18). This change is also reflected at the appointment stage where we saw an increase of 12 people from this age group who successfully applied to work for the Council.

4.3 Recruitment – Disability

| Recruitment – Disability 2016/17 | | | | | | |
|-------------------------------------|--------------|-------|------------|-------|--------------|-------|
| | Applications | | Interviews | | Appointments | |
| | No. | % | No. | % | No. | % |
| Disability | 309 | 4.12 | 109 | 6.38 | 15 | 3.15 |
| No Disability | 7,044 | 93.97 | 1,559 | 91.28 | 452 | 94.96 |
| Prefer not to answer | 75 | 1 | 16 | 0.94 | ≤5 | ≤5 |
| Blanks | 68 | 0.91 | 24 | 1.41 | 7 | 1.47 |

| Recruitment – Disability 2017/18 | | | | | | |
|-------------------------------------|--------------|-------|------------|-------|--------------|------|
| | Applications | | Interviews | | Appointments | |
| | No. | % | No. | % | No. | % |
| Disability | 406 | 4.37 | 155 | 6.34 | 20 | 3.21 |
| No Disability | 8,699 | 93.53 | 2,244 | 91.78 | 580 | 93.1 |
| Prefer not to answer | 96 | 1.03 | 16 | 0.65 | 6 | 0.96 |
| Blanks | 100 | 1.08 | 30 | 1.23 | 17 | 2.73 |

What the data tells us:

Between 2016/17 and 2017/18, there was an increase of almost 100 (97) in the number of people with a Disability who expressed an interest in working for the Council.

While the number of overall applications for posts at the Council rose between 2016/17 and 2017/18 (by 1,805), it is disappointing that there were also small increases in the number of applicants who opted not to provide any information about their Disability Status (i.e. a rise of 21 in the number of people who chose the *Prefer not to answer*, together with an increase of 32 in the number of applicants who did not respond at all when asked about their Disability Status). This may indicate that, at the application stage, potential candidates are not comfortable disclosing information about their Disability Status.

4.4 Recruitment – Ethnicity

| Recruitment – Ethnicity – Applications | | | | | |
|--|------------------|---------|-------|---------|-------|
| All staff | | 2016/17 | | 2017/18 | |
| | | No. | % | No. | % |
| White | | | | | |
| a. | Scottish | 6,636 | 88.53 | 8,234 | 88.53 |
| b. | English | 0 | 0 | 0 | 0 |
| c. | Welsh | 0 | 0 | 0 | 0 |
| d. | Northern Irish | 0 | 0 | 0 | 0 |
| e. | British | 312 | 4.16 | 362 | 3.89 |
| f. | Irish | 50 | 0.67 | 30 | 0.32 |
| g. | Gypsy/Traveller | ≤5 | ≤5 | ≤5 | ≤5 |
| h. | Eastern European | 30 | 0.4 | 39 | 0.42 |

Recruitment – Ethnicity – Applications

| All staff | | 2016/17 | | 2017/18 | |
|---|--|---------|------|---------|------|
| | | No. | % | No. | % |
| i. | Polish | 16 | 0.21 | 10 | 0.11 |
| j. | Other white ethnic group | 135 | 1.8 | 231 | 2.48 |
| Mixed or Multiple Ethnic Groups | | | | | |
| a. | Any mixed or multiple ethnic group | 17 | 0.23 | 31 | 0.33 |
| Asian, Asian Scottish or Asian British | | | | | |
| a. | Pakistani, Pakistani Scottish or Pakistani British | 35 | 0.47 | 33 | 0.35 |
| b. | Indian, Indian Scottish or Indian British | 29 | 0.39 | 46 | 0.49 |
| c. | Bangladeshi, Bangladeshi Scottish or Bangladeshi British | ≤5 | ≤5 | ≤5 | ≤5 |
| d. | Chinese, Chinese Scottish or Chinese British | ≤5 | ≤5 | 9 | 0.1 |
| e. | Other Asian, Asian Scottish or Asian British | 11 | 0.15 | 12 | 0.13 |
| African | | | | | |
| a. | African, African Scottish or African British | 12 | 0.16 | 11 | 0.12 |
| b. | African Other | 28 | 0.37 | 45 | 0.48 |
| Caribbean or Black | | | | | |
| a. | Caribbean, Caribbean Scottish or Caribbean British | 12 | 0.16 | 23 | 0.25 |
| b. | Black, Black Scottish or Black British | 7 | 0.09 | 10 | 0.11 |
| c. | Other Caribbean or Black | ≤5 | ≤5 | ≤5 | ≤5 |
| Other Ethnic Group | | | | | |
| a. | Arab | 9 | 0.12 | 0 | 0 |
| b. | Other | 0 | 0 | 10 | 0.11 |
| Prefer not to answer | | 48 | 0.64 | 57 | 0.61 |
| Null/Blank | | 97 | 1.29 | 104 | 1.12 |

Recruitment – Ethnicity – Interviews

| All staff | | 2016/17 | | 2017/18 | |
|--------------|--------------------------|---------|-------|---------|-------|
| | | No. | % | No. | % |
| White | | | | | |
| a. | Scottish | 1,516 | 88.76 | 2,163 | 88.47 |
| b. | English | 0 | 0 | 0 | 0 |
| c. | Welsh | 0 | 0 | 0 | 0 |
| d. | Northern Irish | 0 | 0 | 0 | 0 |
| e. | British | 73 | 4.27 | 98 | 4.01 |
| f. | Irish | 16 | 0.94 | 10 | 0.41 |
| g. | Gypsy/Traveller | 0 | 0 | 0 | 0 |
| h. | Eastern European | ≤5 | ≤5 | 12 | 0.49 |
| i. | Polish | ≤5 | ≤5 | ≤5 | ≤5 |
| j. | Other white ethnic group | 25 | 1.46 | 60 | 2.45 |

| Recruitment – Ethnicity – Interviews | | | | | |
|---|--|----------------|----------|----------------|----------|
| All staff | | 2016/17 | | 2017/18 | |
| | | No. | % | No. | % |
| Mixed or Multiple Ethnic Groups | | | | | |
| a. | Any mixed or multiple ethnic group | ≤5 | ≤5 | ≤5 | 0.25 |
| Asian, Asian Scottish or Asian British | | | | | |
| a. | Pakistani, Pakistani Scottish or Pakistani British | 9 | 0.53 | 8 | 0.33 |
| b. | Indian, Indian Scottish or Indian British | ≤5 | ≤5 | 11 | 0.45 |
| c. | Bangladeshi, Bangladeshi Scottish or Bangladeshi British | 0 | 0 | ≤5 | ≤5 |
| d. | Chinese, Chinese Scottish or Chinese British | 0 | 0 | ≤5 | ≤5 |
| e. | Other Asian, Asian Scottish or Asian British | ≤5 | ≤5 | ≤5 | ≤5 |
| African | | | | | |
| a. | African, African Scottish or African British | ≤5 | ≤5 | ≤5 | ≤5 |
| b. | African Other | ≤5 | ≤5 | ≤5 | ≤5 |
| Caribbean or Black | | | | | |
| a. | Caribbean, Caribbean Scottish or Caribbean British | ≤5 | ≤5 | ≤5 | ≤5 |
| b. | Black, Black Scottish or Black British | ≤5 | ≤5 | ≤5 | ≤5 |
| c. | Other Caribbean or Black | ≤5 | ≤5 | ≤5 | ≤5 |
| Other Ethnic Group | | | | | |
| a. | Arab | ≤5 | ≤5 | ≤5 | ≤5 |
| b. | Other | ≤5 | ≤5 | ≤5 | ≤5 |
| Prefer not to answer | | 13 | 0.76 | 16 | 0.65 |
| Null/Blank | | 31 | 1.81 | 32 | 1.31 |

| Recruitment – Ethnicity – Appointments | | | | | |
|---|------------------------------------|----------------|----------|----------------|----------|
| All staff | | 2016/17 | | 2017/18 | |
| | | No. | % | No. | % |
| White | | | | | |
| a. | Scottish | 432 | 90.76 | 554 | 88.92 |
| b. | English | 0 | 0 | 0 | 0 |
| c. | Welsh | 0 | 0 | 0 | 0 |
| d. | Northern Irish | 0 | 0 | 0 | 0 |
| e. | British | 16 | 3.36 | 23 | 3.69 |
| f. | Irish | ≤5 | ≤5 | ≤5 | ≤5 |
| g. | Gypsy/Traveller | 0 | 0 | 0 | 0 |
| h. | Eastern European | 0 | 0 | 0 | 0 |
| i. | Polish | ≤5 | ≤5 | ≤5 | ≤5 |
| j. | Other white ethnic group | 7 | 1.47 | 11 | 1.77 |
| Mixed or Multiple Ethnic Groups | | | | | |
| a. | Any mixed or multiple ethnic group | 0 | 0 | ≤5 | ≤5 |
| Asian, Asian Scottish or Asian British | | | | | |

| Recruitment – Ethnicity – Appointments | | | | | |
|--|--|---------|-----|---------|------|
| All staff | | 2016/17 | | 2017/18 | |
| | | No. | % | No. | % |
| a. | Pakistani, Pakistani Scottish or Pakistani British | ≤5 | ≤5 | ≤5 | ≤5 |
| b. | Indian, Indian Scottish or Indian British | ≤5 | ≤5 | ≤5 | ≤5 |
| c. | Bangladeshi, Bangladeshi Scottish or Bangladeshi British | 0 | 0 | 0 | 0 |
| d. | Chinese, Chinese Scottish or Chinese British | 0 | 0 | 0 | 0 |
| e. | Other Asian, Asian Scottish or Asian British | 0 | 0 | 0 | 0 |
| African | | | | | |
| a. | African, African Scottish or African British | ≤5 | ≤5 | ≤5 | ≤5 |
| b. | African Other | 0 | 0 | ≤5 | ≤5 |
| Caribbean or Black | | | | | |
| a. | Caribbean, Caribbean Scottish or Caribbean British | ≤5 | ≤5 | ≤5 | ≤5 |
| b. | Black, Black Scottish or Black British | 0 | 0 | ≤5 | ≤5 |
| c. | Other Caribbean or Black | 0 | 0 | 0 | 0 |
| Other Ethnic Group | | | | | |
| a. | Arab | 0 | 0 | 0 | 0 |
| b. | Other | 0 | 0 | 0 | 0 |
| Prefer not to answer | | ≤5 | ≤5 | ≤5 | ≤5 |
| Null/Blank | | 10 | 2.1 | 16 | 2.57 |

What the data tells us:

It is encouraging to note that, when people initially expressed an interest in working for the Council, the numbers who chose not to disclose any details of their Ethnicity were fairly low in both 2016/17 and 2017/18 (1.93% and 1.73% respectively combined for the *Prefer not to answer* and *Null/Blank* responses).

4.5 Recruitment – Sexual Orientation

| Recruitment – Sexual Orientation 2016/17 | | | | | | |
|---|--------------|------|------------|-------|--------------|-------|
| | Applications | | Interviews | | Appointments | |
| | No. | % | No. | % | No. | % |
| Lesbian, Gay or Bisexual | 148 | 1.97 | 31 | 1.81 | ≤5 | ≤5 |
| Heterosexual/Straight | 7,031 | 93.8 | 1,592 | 93.21 | 452 | 94.96 |
| Other | 14 | 0.19 | 0 | 0 | 0 | 0 |
| Prefer not to answer | 207 | 2.76 | 58 | 3.4 | 10 | 2.1 |
| Null/Blank | 96 | 1.28 | 27 | 1.58 | 9 | 1.89 |

| Recruitment – Sexual Orientation 2017/18 | | | | | | |
|---|--|--|--|--|--|--|
| | | | | | | |

| | Applications | | Interviews | | Appointments | |
|--------------------------|--------------|------|------------|-------|--------------|------|
| | No. | % | No. | % | No. | % |
| Lesbian, Gay or Bisexual | 159 | 1.71 | 50 | 2.04 | 15 | 2.41 |
| Heterosexual/Straight | 8,771 | 94.3 | 2,288 | 93.58 | 575 | 92.3 |
| Other | 12 | 0.13 | ≤5 | ≤5 | 0 | 0 |
| Prefer not to answer | 258 | 2.77 | 73 | 2.99 | 15 | 2.41 |
| Null/Blank | 101 | 1.09 | 30 | 1.23 | 18 | 2.89 |

What the data tells us:

The figures show that, at the application stage, the figures for the last two reporting years were almost identical in terms of the number of employees who chose the *Prefer not to answer* option when asked about their Sexual Orientation (2.76% in 2016/17 and 2.77% in 2017/18). This is complemented by a small decrease (of 0.41%) in the number of staff who opted for this response when they were asked this question at the interview stage of the recruitment process. However, when successful candidates were appointed in 2017/18, we saw a very small rise (of 1%) in the number of people who opted for the *Null/Blank* response when asked about their Sexual Orientation.

4.6 Recruitment – Religion or Belief

| Recruitment – Religion or Belief 2016/17 | | | | | | |
|---|--------------|-------|------------|-------|--------------|-------|
| | Applications | | Interviews | | Appointments | |
| | No. | % | No. | % | No. | % |
| Buddhist | 11 | 0.15 | ≤5 | ≤5 | ≤5 | ≤5 |
| Church of Scotland | 1,539 | 20.53 | 377 | 22.05 | 99 | 20.8 |
| Hindu | 12 | 0.16 | ≤5 | ≤5 | 0 | 0 |
| Humanist | 44 | 0.59 | 7 | 0.41 | ≤5 | ≤5 |
| Jewish | 10 | 0.13 | 0 | 0 | 0 | 0 |
| Muslim | 49 | 0.65 | 10 | 0.58 | ≤5 | ≤5 |
| None | 2,210 | 29.48 | 454 | 26.55 | 117 | 24.58 |
| Other Christian | 459 | 6.12 | 105 | 6.14 | 31 | 6.51 |
| Other Religion | 33 | 0.44 | 7 | 0.41 | ≤5 | ≤5 |
| Pagan | 10 | 0.13 | ≤5 | ≤5 | 0 | 0 |
| Roman Catholic | 2,512 | 33.51 | 592 | 34.62 | 192 | 40.34 |
| Sikh | 11 | 0.15 | ≤5 | ≤5 | ≤5 | ≤5 |
| Prefer not to answer | 406 | 5.42 | 95 | 5.56 | 16 | 3.36 |
| Null/Blank | 190 | 2.53 | 55 | 3.22 | 13 | 2.73 |

**Recruitment – Religion or Belief
2017/18**

| | Applications | | Interviews | | Appointments | |
|----------------------|--------------|-------|------------|-------|--------------|-------|
| | No. | % | No. | % | No. | % |
| Buddhist | 19 | 0.2 | ≤5 | ≤5 | ≤5 | ≤5 |
| Church of Scotland | 1,956 | 21.03 | 518 | 21.19 | 130 | 20.87 |
| Hindu | 17 | 0.18 | ≤5 | ≤5 | 0 | 0 |
| Humanist | 46 | 0.49 | 10 | 0.41 | ≤5 | ≤5 |
| Jewish | ≤5 | ≤5 | 0 | 0 | 0 | 0 |
| Muslim | 50 | 0.54 | 12 | 0.49 | ≤5 | ≤5 |
| None | 2,644 | 28.43 | 691 | 28.26 | 155 | 24.88 |
| Other Christian | 560 | 6.02 | 165 | 6.75 | 33 | 5.3 |
| Other Religion | 43 | 0.46 | 10 | 0.41 | ≤5 | ≤5 |
| Pagan | 6 | 0.06 | 0 | 0 | 0 | 0 |
| Roman Catholic | 3,236 | 34.79 | 829 | 33.91 | 242 | 38.84 |
| Sikh | 28 | 0.3 | 6 | 0.25 | ≤5 | ≤5 |
| Prefer not to answer | 475 | 5.11 | 141 | 5.77 | 32 | 5.14 |
| Null/Blank | 217 | 2.33 | 58 | 2.37 | 24 | 3.85 |

What the data tells us:

Between 2016/17 and 2017/18, as candidates were appointed to Council posts, we saw a small increase (from 2.73% to 3.85%) in the number who chose the *Null/Blank* response when asked about their Religion or Belief.

4.7 Recruitment – Marriage and Civil Partnership Status

**Recruitment – Marriage and Civil Partnership Status
2016/17**

| | Applications | | Interviews | | Appointments | |
|---------------------------|--------------|-------|------------|-------|--------------|-------|
| | No. | % | No. | % | No. | % |
| Divorced/Separated | 560 | 7.47 | 123 | 7.20 | 28 | 5.88 |
| Living with Partner | 774 | 10.33 | 192 | 11.24 | 41 | 8.61 |
| Married/Civil Partnership | 2,453 | 32.72 | 649 | 38 | 190 | 39.92 |
| Single | 3,446 | 45.97 | 682 | 39.93 | 197 | 41.39 |
| Widowed | 106 | 1.41 | 16 | 0.94 | 6 | 1.26 |
| Prefer not to answer | 83 | 1.11 | 19 | 1.11 | 6 | 1.26 |
| Null/Blank | 74 | 0.99 | 27 | 1.58 | 8 | 1.68 |

**Recruitment – Marriage and Civil Partnership Status
2017/18**

| | Applications | | Interviews | | Appointments | |
|---------------------------|--------------|-------|------------|-------|--------------|-------|
| | No. | % | No. | % | No. | % |
| Divorced/Separated | 645 | 6.93 | 150 | 6.13 | 35 | 5.62 |
| Living with Partner | 1,165 | 12.53 | 307 | 12.56 | 70 | 11.24 |
| Married/Civil Partnership | 2,879 | 30.95 | 845 | 34.56 | 258 | 41.41 |
| Single | 4,268 | 45.89 | 1,058 | 43.27 | 235 | 37.72 |
| Widowed | 165 | 1.77 | 35 | 1.43 | ≤5 | ≤5 |
| Prefer not to answer | 110 | 1.18 | 26 | 1.06 | ≤5 | ≤5 |
| Null/Blank | 69 | 0.74 | 24 | 0.98 | 15 | 2.41 |

What the data tells us:

During the last two reporting years, when asked about their Marriage and Civil Partnership Status as part of their application for a post at the Council, it is encouraging to note that less than 1% of candidates provided no information at all i.e. they opted for the *Null/Blank* response (0.99% in 2016/17 and 0.74% in 2017/18).

5.0 LEAVERS

5.1 Leavers – Gender

| Leavers – Gender | | | | |
|----------------------|---------|-------|---------|-------|
| | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Male | 117 | 33.43 | 103 | 31.99 |
| Female | 233 | 66.57 | 218 | 67.70 |
| Prefer not to answer | 0 | 0 | ≤5 | ≤5 |

What the data tells us:

In 2016/17, around a third of leavers (33.43%) were male, while in 2017/18, male employees comprised just over 30% (31.99%) of leavers, a fall of 1.44%.

5.2 Leavers – Age

| Leavers – Age | | | | |
|--------------------|---------|-------|---------|-------|
| Age group in years | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Under 20 | ≤5 | ≤5 | 7 | 2.17 |
| 20-29 | 56 | 16 | 45 | 13.98 |
| 30-39 | 55 | 15.71 | 54 | 16.77 |
| 40-49 | 46 | 13.14 | 52 | 16.15 |
| 50-59 | 79 | 22.57 | 63 | 19.57 |
| 60-65 | 86 | 24.57 | 79 | 24.53 |
| Over 65 | 25 | 7.14 | 22 | 6.83 |

What the data tells us:

Between 2016/17 and 2017/18, there was a decrease of 2.02% and of 3% in the number of staff aged 20-29 years and 50-59 years respectively who left the Council's employment.

5.3 Leavers – Disability

| Leavers – Disability | | | | |
|----------------------|---------|-------|---------|-------|
| | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Disability | 6 | 1.71 | 8 | 2.48 |
| No disability | 263 | 75.14 | 236 | 73.29 |
| Prefer not to answer | 23 | 6.57 | 26 | 8.07 |
| Blanks | 58 | 16.57 | 52 | 16.15 |

What the data tells us:

When asked about their Disability Status on leaving the Council's employment, the number of people who chose the *Prefer not to answer* option rose by 1.5% (from 6.57% in 2016/17 to 8.07% the following year); however, it should be noted that this represents an increase of three employees only. Additionally, it is

encouraging to note that there was a small decrease (of 0.42%) in the number of leavers who chose not respond at all when asked about their Disability Status on leaving the Council.

5.4 Leavers – Ethnicity

| Leavers – Ethnicity | | | | | |
|---|--|----------------|----------|----------------|----------|
| All staff | | 2016/17 | | 2017/18 | |
| | | No. | % | No. | % |
| White | | | | | |
| a. | Scottish | 227 | 64.86 | 228 | 70.81 |
| b. | English | 6 | 1.71 | ≤5 | ≤5 |
| c. | Welsh | ≤5 | ≤5 | 0 | 0 |
| d. | Northern Irish | ≤5 | ≤5 | 0 | 0 |
| e. | British | 10 | 2.86 | 6 | 1.86 |
| f. | Irish | 21 | 6 | 11 | 3.42 |
| g. | Gypsy/Traveller | 0 | 0 | 0 | 0 |
| h. | Eastern European | 0 | 0 | 0 | 0 |
| i. | Other white ethnic group | ≤5 | ≤5 | ≤5 | ≤5 |
| Mixed or Multiple Ethnic Groups | | | | | |
| a. | Any mixed or multiple ethnic group | 0 | 0 | 0 | 0 |
| Asian, Asian Scottish or Asian British | | | | | |
| a. | Pakistani, Pakistani Scottish or Pakistani British | 0 | 0 | 0 | 0 |
| b. | Indian, Indian Scottish or Indian British | 0 | 0 | 0 | 0 |
| c. | Bangladeshi, Bangladeshi Scottish or Bangladeshi British | 0 | 0 | 0 | 0 |
| d. | Chinese, Chinese Scottish or Chinese British | ≤5 | ≤5 | 0 | 0 |
| e. | Other Asian, Asian Scottish or Asian British | 0 | 0 | 0 | 0 |
| African | | | | | |
| a. | African, African Scottish or African British | ≤5 | ≤5 | 0 | 0 |
| Caribbean or Black | | | | | |
| a. | Caribbean, Caribbean Scottish or Caribbean British | 0 | 0 | ≤5 | ≤5 |
| b. | Black, Black Scottish or Black British | 0 | 0 | 0 | 0 |
| c. | Other Caribbean or Black | 0 | 0 | 0 | 0 |
| Other Ethnic Group | | | | | |
| a. | Arab | 0 | 0 | 0 | 0 |
| b. | Other | ≤5 | ≤5 | ≤5 | ≤5 |
| Prefer not to answer | | 13 | 3.71 | 13 | 4.04 |
| Null/Blank | | 62 | 17.71 | 53 | 16.46 |

What the data tells us:

Although the number of staff who left the Council's employment and who chose the *Prefer not to answer* option when asked about their Ethnicity was unchanged (at 13) in both 2016/17 and 2017/18, there was an increase in the respective percentage of the Council's workforce (rising from 3.71% in 2016/17 to 4.04% in 2017/18). Meanwhile, the number of staff who opted for the *Null/Blank* response fell from 17.71% in 2016/17 to 16.46% the following year.

5.5 Leavers – Sexual Orientation

| Leavers – Sexual Orientation | | | | |
|------------------------------|---------|-------|---------|-------|
| All leavers | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Lesbian, Gay or Bisexual | <5 | <5 | 7 | 2.17 |
| Heterosexual/Straight | 180 | 51.43 | 166 | 51.55 |
| Prefer not to answer | <5 | <5 | 9 | 2.8 |
| Null/Blank | 166 | 47.43 | 140 | 43.48 |

What the data tells us:

In both 2016/17 and 2017/18, just over half of the employees who left the Council provided information about their Sexual Orientation.

5.6 Leavers – Religion or Belief

| Leavers – Religion or Belief | | | | |
|------------------------------|---------|-------|---------|-------|
| All leavers | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Buddhist | <5 | <5 | 0 | 0 |
| Church of Scotland | 45 | 12.86 | 52 | 16.15 |
| Hindu | 0 | 0 | <5 | <5 |
| Humanist | <5 | <5 | <5 | <5 |
| Jewish | 49 | 14.00 | 49 | 15.22 |
| Muslim | 0 | 0 | 0 | 0 |
| None | 0 | 0 | 0 | 0 |
| Other Christian | 12 | 3.43 | 10 | 3.11 |
| Other Religion | 0 | 0 | <5 | <5 |
| Pagan | 0 | 0 | 0 | 0 |
| Roman Catholic | 61 | 17.43 | 56 | 17.39 |
| Sikh | 0 | 0 | 0 | 0 |
| Prefer not to answer | 12 | 3.43 | 10 | 3.11 |
| Null/Blank | 168 | 48.00 | 141 | 43.79 |

What the data tells us:

It would appear that staff who leave the Council are becoming slightly more comfortable about providing information on their Religion or Belief. Between 2016/17 and 2017/18, there were falls of 0.32% and 4.21% respectively in the number of employees who chose the *Prefer not to answer* and *Null/Blank* options when asked this question.

5.7 Leavers – Marriage and Civil Partnership Status

| Leavers – Marriage and Civil Partnership Status | | | | |
|---|---------|-------|---------|-------|
| | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Divorced/Separated | 25 | 7.14 | 15 | 4.66 |
| Living with Partner | 18 | 5.14 | 28 | 8.7 |
| Married/Civil Partnership | 146 | 41.71 | 130 | 40.37 |
| Single | 90 | 25.71 | 83 | 25.78 |
| Widowed | <5 | <5 | <5 | <5 |
| Prefer not to answer | 20 | 5.71 | 21 | 6.52 |
| Null/Blank | 47 | 13.43 | 42 | 13.04 |

What the data tells us:

During both 2016/17 and 2017/18, just under a fifth of the staff who left the employment of the Council opted not to disclose any information about their Marriage and Civil Partnership Status (19.14% and 19.56% respectively for the combined number of *Prefer not to answer* and *Null/Blank* responses in 2016/17 and 2017/18).

6.0 Disciplinary Action

6.1 Disciplinary Action – Gender

| Disciplinary Action – Gender | | | | |
|------------------------------|---------|----|---------|-------|
| | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Male | 13 | 50 | 35 | 47.95 |
| Female | 13 | 50 | 38 | 52.05 |

What the data tells us:

The overall number of cases of Disciplinary Action increased by 64.4% between 2016/17 and 2017/18. In 2016/17, the number of male and female employees involved in Disciplinary Action was evenly split at 50/50%. However, in the last reporting year, there were three more female employees than males involved in Disciplinary Action.

6.2 Disciplinary Action – Age

| Disciplinary Action – Age | | | | |
|---------------------------|---------|-------|---------|-------|
| Age group in years | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| 16-19 | 0 | 0 | <5 | <5 |
| 20-29 | <5 | <5 | 7 | 9.59 |
| 30-39 | <5 | <5 | 9 | 12.33 |
| 40-49 | <5 | <5 | 20 | 27.40 |
| 50-59 | 10 | 38.46 | 31 | 42.47 |
| 60-65 | <5 | <5 | <5 | <5 |
| Over 65 | <5 | <5 | <5 | <5 |

What the data tells us:

Given that a number of elements of the data included in the above table have been anonymised to protect the identity of the respective employees, it would not be appropriate to provide a commentary on the age profile of the Council's employees who were involved in Disciplinary Action.

6.3 Disciplinary Action – Disability

| Disciplinary Action – Disability | | | | |
|----------------------------------|---------|-------|---------|-------|
| | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Disability | <5 | <5 | <5 | <5 |
| No disability | 17 | 65.38 | 49 | 67.12 |
| Prefer not to answer | 8 | 30.77 | <5 | <5 |
| Blanks | 0 | 0 | 17 | 23.29 |

What the data tells us:

Given that a number of elements of the data included in the above table have been anonymised to protect the identity of the respective employees, it would not be appropriate to provide a commentary on the Disability Status of the Council's employees who were involved in Disciplinary Action.

6.4 Disciplinary Action – Ethnicity

| Disciplinary Action – Ethnicity | | | | | |
|---|--|----------------|----------|----------------|----------|
| All staff | | 2016/17 | | 2017/18 | |
| | | No. | % | No. | % |
| White | | | | | |
| a. | Scottish | 16 | 61.54 | 58 | 79.45 |
| b. | English | 0 | 0 | ≤5 | ≤5 |
| c. | Welsh | 0 | 0 | 0 | 0 |
| d. | Northern Irish | 0 | 0 | 0 | 0 |
| e. | British | 0 | 0 | ≤5 | ≤5 |
| f. | Irish | ≤5 | ≤5 | ≤5 | ≤5 |
| g. | Gypsy/Traveller | 0 | 0 | 0 | 0 |
| h. | Eastern European | 0 | 0 | 0 | 0 |
| i. | Other white ethnic group | 0 | 0 | 0 | 0 |
| Mixed or Multiple Ethnic Groups | | | | | |
| a. | Any mixed or multiple ethnic group | 0 | 0 | 0 | 0 |
| Asian, Asian Scottish or Asian British | | | | | |
| a. | Pakistani, Pakistani Scottish or Pakistani British | 0 | 0 | 0 | 0 |
| b. | Indian, Indian Scottish or Indian British | 0 | 0 | 0 | 0 |
| c. | Bangladeshi, Bangladeshi Scottish or Bangladeshi British | 0 | 0 | 0 | 0 |
| d. | Chinese, Chinese Scottish or Chinese British | 0 | 0 | 0 | 0 |
| e. | Other Asian, Asian Scottish or Asian British | 0 | 0 | 0 | 0 |
| African | | | | | |
| a. | African, African Scottish or African British | 0 | 0 | 0 | 0 |
| Caribbean or Black | | | | | |
| a. | Caribbean, Caribbean Scottish or Caribbean British | 0 | 0 | 0 | 0 |
| b. | Black, Black Scottish or Black British | 0 | 0 | 0 | 0 |
| c. | Other Caribbean or Black | 0 | 0 | 0 | 0 |
| Other Ethnic Group | | | | | |
| a. | Arab | 0 | 0 | 0 | 0 |
| b. | Other | 0 | 0 | ≤5 | ≤5 |
| Prefer not to answer | | 6 | 23.08 | ≤5 | ≤5 |
| Null/Blank | | ≤5 | ≤5 | 7 | 9.59 |

What the data tells us:

Given that a number of elements of the data included in the above table have been anonymised to protect the identity of the respective employees, it would not be appropriate to provide a commentary on the Ethnicity of the Council's employees who were involved in Disciplinary Action.

6.5 Disciplinary Action – Marriage and Civil Partnership Status

| Disciplinary Action – Marriage and Civil Partnership Status | | | | |
|--|----------------|----------|----------------|----------|
| | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Divorced/Separated | <5 | <5 | 6 | 8.22 |
| Living with Partner | <5 | <5 | <5 | <5 |
| Married/Civil Partnership | 8 | 30.77 | 25 | 34.25 |
| Single | <5 | <5 | 24 | 32.88 |
| Widowed | <5 | <5 | 9 | 12.33 |
| Prefer not to answer | <5 | <5 | <5 | <5 |
| Null/Blank | <5 | <5 | <5 | <5 |

What the data tells us:

Given that a number of elements of the data included in the above table have been anonymised to protect the identity of the respective employees, it would not be appropriate to provide a commentary on the Marriage and Civil Partnership Status of the Council's employees who were involved in Disciplinary Action.

7.0 GRIEVANCES

7.1 Grievances – Gender

The breakdown of Gender for grievances in 2016/17 and 2017/18 was:

| Grievances – Gender | | | | |
|----------------------------|----------------|----------|----------------|----------|
| Gender | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Male | 9 | 40.91 | 9 | 39.13 |
| Female | 13 | 59.09 | 14 | 60.87 |

What the data tells us:

Overall, the total number of Grievances – and the split between the male and female employees involved – was relatively unchanged during the last two reporting years.

7.2 Grievances – Age

| Grievances – Age | | | | |
|---------------------------|----------------|----------|----------------|----------|
| Age group in years | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| 16-19 | 0 | 0 | 0 | 0 |
| 20-29 | 0 | 0 | 0 | 0 |
| 30-39 | <5 | <5 | <5 | <5 |
| 40-49 | 6 | 27.27 | 8 | 34.78 |
| 50-59 | 10 | 45.45 | 9 | 39.13 |
| 60-65 | <5 | <5 | <5 | <5 |
| Over 65 | 0 | 0 | 0 | 0 |

What the data tells us:

During 2016/17 and 2017/18, there were no staff aged 29 years and under or 65 years or over who were involved in the Council's Grievance process.

7.3 Grievances – Disability

| Grievances – Disability | | | | |
|--------------------------------|----------------|----------|----------------|----------|
| | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Disability | <5 | <5 | <5 | <5 |
| No disability | 13 | 59.09 | 13 | 56.52 |
| Prefer not to answer | <5 | <5 | 6 | 26.09 |
| Blanks | <5 | <5 | <5 | <5 |

What the data tells us:

Given that a number of elements of the data included in the above table have been anonymised to protect the identity of the respective employees, it would not be appropriate to provide a commentary on the Disability Status of the Council's employees who were involved in Disciplinary Action.

7.4 Grievances – Ethnicity

| Grievances – Ethnicity | | | | | |
|---|--|----------------|----------|----------------|----------|
| All staff | | 2016/17 | | 2017/18 | |
| | | No. | % | No. | % |
| White | | | | | |
| a. | Scottish | 10 | 45.45 | 13 | 56.52 |
| b. | English | <5 | <5 | <5 | <5 |
| c. | Welsh | 0 | 0 | 0 | 0 |
| d. | Northern Irish | 0 | 0 | 0 | 0 |
| e. | British | 0 | 0 | <5 | <5 |
| f. | Irish | <5 | <5 | <5 | <5 |
| g. | Gypsy/Traveller | 0 | 0 | 0 | 0 |
| h. | Eastern European | 0 | 0 | 0 | 0 |
| i. | Other white ethnic group | 0 | 0 | 0 | 0 |
| Mixed or Multiple Ethnic Groups | | | | | |
| a. | Any mixed or multiple ethnic group | 0 | 0 | 0 | 0 |
| Asian, Asian Scottish or Asian British | | | | | |
| a. | Pakistani, Pakistani Scottish or Pakistani British | 0 | 0 | 0 | 0 |
| b. | Indian, Indian Scottish or Indian British | 0 | 0 | 0 | 0 |
| c. | Bangladeshi, Bangladeshi Scottish or Bangladeshi British | 0 | 0 | | |
| d. | Chinese, Chinese Scottish or Chinese British | 0 | 0 | 0 | 0 |
| e. | Other Asian, Asian Scottish or Asian British | 0 | 0 | 0 | 0 |
| African | | | | | |
| a. | African, African Scottish or African British | 0 | 0 | 0 | 0 |
| Caribbean or Black | | | | | |
| a. | Caribbean, Caribbean Scottish or Caribbean British | 0 | 0 | 0 | 0 |
| b. | Black, Black Scottish or Black British | 0 | 0 | 0 | 0 |
| c. | Other Caribbean or Black | 0 | 0 | 0 | 0 |
| Other Ethnic Group | | | | | |
| a. | Arab | 0 | 0 | 0 | 0 |
| b. | Other | 0 | 0 | 0 | 0 |
| Prefer not to answer | | <5 | <5 | <5 | <5 |
| Null/Blank | | <5 | <5 | <5 | <5 |

What the data tells us:

Given that a number of elements of the data included in the above table have been anonymised to protect the identity of the respective employees, it would not be appropriate to provide a commentary on the Ethnicity of the Council's employees who were involved in Disciplinary Action.

7.5 Grievances – Marriage and Civil Partnership Status

| Grievances – Marriage and Civil Partnership Status | | | | |
|---|----------------|----------|----------------|----------|
| | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Divorced/Separated | ≤5 | ≤5 | ≤5 | ≤5 |
| Living with Partner | ≤5 | ≤5 | ≤5 | ≤5 |
| Married/Civil Partnership | 11 | 50 | 9 | 39.13 |
| Single | ≤5 | ≤5 | 6 | 26.09 |
| Widowed | ≤5 | ≤5 | 0 | 0 |
| Prefer not to answer | ≤5 | ≤5 | ≤5 | ≤5 |
| Null/Blank | ≤5 | ≤5 | ≤5 | ≤5 |
| | | | | |

What the data tells us:

Given that a number of elements of the data included in the above table have been anonymised to protect the identity of the respective employees, it would not be appropriate to provide a commentary on the Marriage and Civil Partnership Status of the Council's employees who were involved in Disciplinary Action.

8.0 Flexible Working Requests

| Flexible Working Requests | | |
|---------------------------|----------|---------------------|
| Year | Requests | Increase/Decrease % |
| 2013/14 | 44 | |
| 2014/15 | 58 | + 31.82 |
| 2015/16 | 80 | + 37.93 |
| 2016/17 | 72 | - 10 |
| 2017/18 | 85 | + 18.06 |

What the data tells us:

Between 2016/17 and 2017/18, there was a rise of 18.06% (or 13 requests) in the number of Council employees who submitted an application for Flexible Working.

8.1 Flexible Working Requests – Gender

| Flexible Working Requests – Gender | | | | |
|------------------------------------|---------|---|---------|-------|
| | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Male | | | 9 | 10.59 |
| Female | | | 76 | 89.41 |

What the data tells us:

The 2016/17 data in the above table has been suppressed to protect the identity of the respective employees.

8.2 Flexible Working Requests – Age

| Flexible Working Requests – Age | | | | |
|---------------------------------|---------|-------|---------|-------|
| Age group in years | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| 16-19 | <5 | <5 | <5 | <5 |
| 20-29 | <5 | <5 | <5 | <5 |
| 30-39 | 30 | 41.67 | 23 | 27.06 |
| 40-49 | 7 | 9.72 | 17 | 20 |
| 50-59 | 21 | 29.17 | 27 | 31.76 |
| 60-65 | 10 | 13.89 | 14 | 16.47 |
| Over 65 | <5 | <5 | <5 | <5 |

What the data tells us:

Given that a number of elements of the data included in the above table have been anonymised to protect the identity of the respective employees, it would not be appropriate to provide a commentary on the Age profile of the Council's staff who submitted Flexible Working Requests.

8.3 Flexible Working Requests – Disability

| Flexible Working Requests – Disability | | | | |
|--|---------|-------|---------|-------|
| | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Disability | ≤5 | ≤5 | ≤5 | ≤5 |
| No disability | 64 | 88.89 | 80 | 94.12 |
| Prefer not to answer | ≤5 | ≤5 | ≤5 | ≤5 |
| Blanks | ≤5 | ≤5 | 0 | 0 |

What the data tells us:

Given that a number of elements of the data included in the above table have been anonymised to protect the identity of the respective employees, it would not be appropriate to provide a commentary on the Disability Status of the Council's staff who submitted Flexible Working Requests.

8.4 Flexible Working Requests – Ethnicity

| Flexible Working Requests – Ethnicity | | | | | |
|---|--|---------|-------|---------|-------|
| All staff | | 2016/17 | | 2017/18 | |
| | | No. | % | No. | % |
| White | | | | | |
| a. | Scottish | 53 | 73.61 | 62 | 72.94 |
| b. | English | ≤5 | ≤5 | ≤5 | ≤5 |
| c. | Welsh | 0 | 0 | 0 | 0 |
| d. | Northern Irish | 0 | 0 | 0 | 0 |
| e. | British | ≤5 | ≤5 | ≤5 | ≤5 |
| f. | Irish | ≤5 | ≤5 | ≤5 | ≤5 |
| g. | Gypsy/Traveller | 0 | 0 | 0 | 0 |
| h. | Eastern European | 0 | 0 | 0 | 0 |
| i. | Other white ethnic group | 0 | 0 | 0 | 0 |
| Mixed or Multiple Ethnic Groups | | | | | |
| a. | Any mixed or multiple ethnic group | 0 | 0 | 0 | 0 |
| Asian, Asian Scottish or Asian British | | | | | |
| a. | Pakistani, Pakistani Scottish or Pakistani British | 0 | 0 | 0 | 0 |
| b. | Indian, Indian Scottish or Indian British | 0 | 0 | 0 | 0 |
| c. | Bangladeshi, Bangladeshi Scottish or Bangladeshi British | 0 | 0 | 0 | 0 |
| d. | Chinese, Chinese Scottish or Chinese British | 0 | 0 | 0 | 0 |
| e. | Other Asian, Asian Scottish or Asian British | 0 | 0 | 0 | 0 |
| African | | | | | |
| a. | African, African Scottish or African British | 0 | 0 | 0 | 0 |
| Caribbean or Black | | | | | |
| a. | Caribbean, Caribbean Scottish or Caribbean British | ≤5 | ≤5 | 0 | 0 |
| b. | Black, Black Scottish or Black British | 0 | 0 | ≤5 | ≤5 |
| c. | Other Caribbean or Black | 0 | 0 | 0 | 0 |

| Flexible Working Requests – Ethnicity | | | | | |
|---------------------------------------|-------|---------|-------|---------|-------|
| All staff | | 2016/17 | | 2017/18 | |
| | | No. | % | No. | % |
| Other Ethnic Group | | | | | |
| a. | Arab | 0 | 0 | 0 | 0 |
| b. | Other | 0 | 0 | 0 | 0 |
| Prefer not to answer | | 6 | 8.33 | 18 | 21.18 |
| Null/Blank | | 8 | 11.11 | 0 | 0 |

What the data tells us:

There was a three-fold increase in the number of employees who chose the *Prefer not to answer* option when asked about their Ethnicity at the time they submitted a Flexible Working Request.

8.5 Flexible Working Requests – Marriage and Civil Partnership Status

| Flexible Working Requests – Marriage and Civil Partnership Status | | | | | |
|---|--|---------|-------|---------|-------|
| | | 2016/17 | | 2017/18 | |
| | | No. | % | No. | % |
| Divorced/Separated | | <5 | <5 | 8 | 9.41 |
| Living with Partner | | 11 | 15.28 | 9 | 10.59 |
| Married/Civil Partnership | | 50 | 69.44 | 57 | 67.06 |
| Single | | <5 | <5 | 7 | 8.24 |
| Widowed | | <5 | <5 | <5 | <5 |
| Prefer not to answer | | <5 | <5 | <5 | <5 |
| Null/Blank | | <5 | <5 | <5 | <5 |

What the data tells us:

Given that a number of elements of the data included in the above table have been anonymised to protect the identity of the respective employees, it would not be appropriate to provide a commentary on the Marriage and Civil Partnership Status of the Council's staff who submitted Flexible Working Requests.

9.0 ADOPTION

The number of Council staff who were on adoption leave during 2016/17 and 2017/18 was ≤ 5 .

10.0 PREGNANCY AND MATERNITY

The Council offers a broad range of assistance to pregnant employees and those who return to work after having a baby that go above and beyond the statutory requirements. The Council does not wish any member of staff to feel discriminated against because of their Pregnancy or Maternity Status.

11.0 TRAINING

11.1 Training – Gender

| Training – Gender Face-to-face participants | | | | |
|--|----------------|----------|----------------|----------|
| All staff | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Male | 57 | 24.36 | 204 | 27.12 |
| Female | 162 | 69.23 | 393 | 52.27 |
| Unknown | 15 | 6.41 | 155 | 20.61 |

What the data tells us:

Between 2016/17 and 2017/18, there was almost a three-fold increase in the number of employees who undertook face-to-face training, rising from 234 training sessions in 2016/17 to 752 the following year.

The number of male employees who undertook face-to-face training increased by 2.76% in 2017/18. Meanwhile, we saw a decline (of 16.96%) in the number of female employees who participated in this type of training during the last reporting year.

Additionally, when they were asked about their Gender during face-to-face training opportunities, the number of employees who opted not to provide any information more than trebled between 2016/17 and 2017/18 (rising from 6.41% to 20.61%).

| Training – Gender E-learning participants | | | | |
|--|----------------|----------|----------------|----------|
| All staff | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Male | 1,778 | 22 | 639 | 18.41 |
| Female | 6,270 | 77.59 | 2,832 | 81.59 |
| Unknown | 33 | 0.41 | 0 | 0 |

What the data tells us:

Overall, the number of e-learning opportunities taken up by the Council's staff fell by 57% between 2016/17 and 2017/18.

The split between male and female employees who participated in e-learning courses was fairly even during the last two reporting years at just under a quarter of males (22% and 18.41% respectively in 2016/17 and 2017/18) and just over three quarters of females (77.59% and 81.59% respectively in 2016/17 and 2017/18).

11.2 Training – Age

| Training – Age Face-to-face participants | | | | |
|---|----------------|----------|----------------|----------|
| Age group in years | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Under 20 | 0 | 0 | ≤5 | ≤5 |
| 20-29 | ≤5 | ≤5 | 41 | 5.45 |
| 30-39 | 45 | 19.23 | 117 | 15.56 |
| 40-49 | 75 | 32.05 | 146 | 19.41 |
| 50-59 | 76 | 32.48 | 225 | 29.92 |
| 60-65 | 18 | 7.69 | 63 | 8.39 |
| Over 65 | ≤5 | ≤5 | ≤5 | ≤5 |
| Unknown | 15 | 6.41 | 155 | 20.61 |

What the data tells us:

During the last two reporting years, the majority of the Council's staff who participated in face-to-face training were aged 30 and 59 years; employees in this age group accounted for 83.76% of participants in 2016/17 and 64.89% of participants in 2017/18.

Additionally, between 2016/17 and 2017/18, there was a significant rise (of 14.2%) in the number of employees who opted not to provide any information about their age when they were asked that question during face-to-face training sessions (i.e. the number of responses of *Unknown*).

| Training – Age E-learning participants | | | | |
|---|----------------|----------|----------------|----------|
| Age group in years | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Under 20 | 88 | 1.09 | 46 | 1.33 |
| 20-29 | 610 | 7.55 | 468 | 13.49 |
| 30-39 | 1,119 | 13.85 | 671 | 19.33 |
| 40-49 | 1,811 | 22.41 | 652 | 18.78 |
| 50-59 | 3,587 | 44.39 | 1,291 | 37.19 |
| 60-65 | 780 | 9.65 | 233 | 6.71 |
| Over 65 | 53 | 0.65 | 46 | 1.33 |
| Unknown | 33 | 0.41 | 64 | 1.84 |

What the data tells us:

In terms of e-learning, a similar picture emerges to the age profile of face-to-face participants. The majority of our employees who took part in face-to-face training were aged 30 to 59 years in both 2016/17 and 2017/18; employees in this age group accounted for 80.65% and 75.3% of participants respectively in 2016/17 and 2017/18.

11.3 Training – Disability

| Training – Disability Face-to-face participants | | | | |
|--|---------|-------|---------|-------|
| All staff | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Disability | ≤5 | ≤5 | 15 | 2 |
| No disability | 179 | 76.5 | 522 | 69.41 |
| Prefer not to answer | 36 | 15.38 | 37 | 4.92 |
| Blanks | 14 | 5.98 | 178 | 23.67 |

| Training – Disability E-learning participants | | | | |
|--|---------|-------|---------|-------|
| All staff | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Disability | 320 | 3.96 | 200 | 5.77 |
| No disability | 6,442 | 79.72 | 2,953 | 85.08 |
| Prefer not to answer | 796 | 9.85 | 236 | 6.79 |
| Blanks | 523 | 6.47 | 82 | 2.36 |

What the data tells us:

When staff were asked about their Disability Status during face-to-face and e-learning training opportunities, the number who opted not to provide any information was significantly higher at face-to-face sessions in both 2016/17 and 2017/18: 21.36% and 28.59% for the *Prefer not to answer* and *Blank* responses combined in 2016/17 and 2017/18.

In 2017/18, the number of employees who chose the *Prefer not to answer* and *Blank* responses when asked about their Disability Status during e-learning opportunities were 16.32% and 9.15% in 2016/17 and 2017/18 respectively. These figures seem to indicate that our staff are more comfortable providing information about their Disability Status when they are participating in e-learning training courses.

11.4 Training – Ethnicity

| Training – Ethnicity Face-to-face participants | | | | | |
|---|--------------------------|-----|---------|-----|-------|
| All staff | 2016/17 | | 2017/18 | | |
| | No. | % | No. | % | |
| White | | | | | |
| a. | Scottish | 164 | 70.09 | 484 | 64.37 |
| b. | English | 6 | 2.56 | 10 | 1.33 |
| c. | Welsh | 0 | 0 | 0 | 0 |
| d. | Northern Irish | 0 | 0 | ≤5 | ≤5 |
| e. | British | 6 | 2.56 | 16 | 2.13 |
| f. | Irish | 19 | 8.12 | 33 | 4.39 |
| g. | Gypsy/Traveller | 0 | 0 | 0 | 0 |
| h. | Eastern European | 0 | 0 | 0 | 0 |
| i. | Other white ethnic group | 0 | 0 | ≤5 | ≤5 |
| Mixed or Multiple Ethnic Groups | | | | | |

| Training – Ethnicity Face-to-face participants | | | | | |
|---|--|----------------|----------|----------------|----------|
| All staff | | 2016/17 | | 2017/18 | |
| | | No. | % | No. | % |
| a. | Any mixed or multiple ethnic group | ≤5 | ≤5 | 0 | 0 |
| Asian, Asian Scottish or Asian British | | | | | |
| a. | Pakistani, Pakistani Scottish or Pakistani British | 0 | 0 | ≤5 | ≤5 |
| b. | Indian, Indian Scottish or Indian British | ≤5 | ≤5 | 0 | 0 |
| c. | Bangladeshi, Bangladeshi Scottish or Bangladeshi British | 0 | 0 | 0 | 0 |
| d. | Chinese, Chinese Scottish or Chinese British | 0 | 0 | 0 | 0 |
| e. | Other Asian, Asian Scottish or Asian British | 0 | 0 | 0 | 0 |
| African | | | | | |
| a. | African, African Scottish or African British | 0 | 0 | ≤5 | ≤5 |
| Caribbean or Black | | | | | |
| a. | Caribbean, Caribbean Scottish or Caribbean British | 0 | 0 | 0 | 0 |
| b. | Black, Black Scottish or Black British | 0 | 0 | 0 | 0 |
| c. | Other Caribbean or Black | 0 | 0 | 0 | 0 |
| Other Ethnic Group | | | | | |
| a. | Arab | 0 | 0 | 0 | 0 |
| b. | Other | 0 | 0 | ≤5 | ≤5 |
| Prefer not to answer | | 22 | 9.4 | 21 | 2.79 |
| Null/Blank | | 14 | 5.99 | 180 | 23.94 |

| Training – Ethnicity E-learning participants | | | | | |
|---|--|----------------|----------|----------------|----------|
| All staff | | 2016/17 | | 2017/18 | |
| | | No. | % | No. | % |
| White | | | | | |
| a. | Scottish | 6,047 | 74.83 | 2,777 | 80.01 |
| b. | English | 99 | 1.23 | 35 | 1.01 |
| c. | Welsh | 0 | 0 | 0 | 0 |
| d. | Northern Irish | 31 | 0.38 | ≤5 | ≤5 |
| e. | British | 197 | 2.44 | 29 | 0.84 |
| f. | Irish | 546 | 6.76 | 150 | 4.32 |
| g. | Gypsy/Traveller | 0 | 0 | 0 | 0 |
| h. | Eastern European | ≤5 | ≤5 | ≤5 | ≤5 |
| i. | Other white ethnic group | 26 | 0.32 | 121 | 3.49 |
| Mixed or Multiple Ethnic Groups | | | | | |
| a. | Any mixed or multiple ethnic group | ≤5 | ≤5 | 18 | 0.52 |
| Asian, Asian Scottish or Asian British | | | | | |
| a. | Pakistani, Pakistani Scottish or Pakistani British | 0 | 0 | 0 | 0 |

**Training – Ethnicity
E-learning participants**

| All staff | | 2016/17 | | 2017/18 | |
|-----------------------------|--|---------|------|---------|------|
| | | No. | % | No. | % |
| b. | Indian, Indian Scottish or Indian British | ≤5 | ≤5 | ≤5 | ≤5 |
| c. | Bangladeshi, Bangladeshi Scottish or Bangladeshi British | 0 | 0 | 0 | 0 |
| d. | Chinese, Chinese Scottish or Chinese British | 0 | 0 | 0 | 0 |
| e. | Other Asian, Asian Scottish or Asian British | 0 | 0 | 0 | 0 |
| African | | | | | |
| a. | African, African Scottish or African British | 0 | 0 | 49 | 1.41 |
| Caribbean or Black | | | | | |
| a. | Caribbean, Caribbean Scottish or Caribbean British | 13 | 0.16 | 0 | 0 |
| b. | Black, Black Scottish or Black British | ≤5 | ≤5 | 0 | 0 |
| c. | Other Caribbean or Black | 0 | 0 | 0 | 0 |
| Other Ethnic Group | | | | | |
| a. | Arab | ≤5 | ≤5 | 0 | 0 |
| b. | Other | 46 | 0.57 | 0 | 0 |
| Prefer not to answer | | 375 | 4.64 | 104 | 2.99 |
| Null/Blank | | 694 | 8.59 | 183 | 5.27 |

What the data tells us:

In both 2016/17, the number of staff who did not disclose details of their Ethnicity during face-to-face training sessions and e-learning courses was fairly similar: the combined figure for the *Prefer not to answer* and *Null/Blank* responses was 15.39% for face-to-face participants and 13.23% for e-learning participants.

However, in 2017/18, 26.73% of participants in face-to-face training chose not to share information about their Ethnicity, with a smaller number (8.26%) of e-learning training participants also choosing the *Prefer not to answer* and *Null/Blank* responses.

11.5 Training – Sexual Orientation

**Training – Sexual Orientation
Face-to-face participants**

| All staff | 2016/17 | | 2017/18 | |
|--------------------------|---------|-------|---------|-------|
| | No. | % | No. | % |
| Lesbian, Gay or Bisexual | 9 | 3.84 | 15 | 2 |
| Heterosexual/Straight | 98 | 41.88 | 360 | 47.87 |
| Prefer not to answer | 23 | 9.83 | 25 | 3.32 |
| Null/Blank | 104 | 44.45 | 352 | 46.81 |

**Training – Sexual Orientation
E-learning participants**

| All staff | 2016/17 | 2017/18 |
|-----------|---------|---------|
|-----------|---------|---------|

| | No. | % | No. | % |
|--------------------------|-------|-------|-------|-------|
| Lesbian, Gay or Bisexual | 89 | 1.1 | 26 | 0.74 |
| Heterosexual/Straight | 3,750 | 46.41 | 2,063 | 59.44 |
| Prefer not to answer | 211 | 2.61 | 203 | 5.85 |
| Null/Blank | 4,031 | 49.88 | 1,179 | 33.97 |

What the data tells us:

Although, in percentage terms, there was a fall of 6.51 between 2016/17 and 2017/18 in the number of people who chose the *Prefer not to answer* option when asked about their Sexual Orientation during face-face training, the number of staff increased by only two. However, we saw a sharp rise (of 248) in the number of employees who did not provide any information at all (i.e. the chose the *Null/Blank* option) when asked about their Sexual Orientation during face-to-face training.

It is therefore interesting to note that, when staff were asked about their Sexual Orientation during e-learning training sessions, the number who chose the *Null/Blank* response fell by 15.91% between 2016/17 and 2017/18. As is the case with disclosing details of their Disability Status, these figures seem to indicate that our staff are more comfortable providing information about their Sexual Orientation when they are participating in e-learning training courses.

11.6 Training – Religion or Belief

| Training – Religion or Belief Face-to-face participants | | | | |
|--|----------------|----------|----------------|----------|
| All staff | 2016/17 | | 2017/18 | |
| | No. | % | No. | % |
| Buddhist | 0 | 0 | 0 | 0 |
| Church of Scotland | 32 | 13.67 | 98 | 13.03 |
| Hindu | 0 | 0 | 0 | 0 |
| Humanist | <5 | <5 | <5 | <5 |
| Jewish | 0 | 0 | 0 | 0 |
| Muslim | 0 | 0 | <5 | <5 |
| None | 45 | 19.23 | 85 | 11.3 |
| Other Christian | <5 | <5 | 18 | 2.4 |
| Other Religion | <5 | <5 | <5 | <5 |
| Pagan | 0 | 0 | 0 | 0 |
| Roman Catholic | 20 | 8.55 | 162 | 21.55 |
| Sikh | 0 | 0 | 0 | 0 |
| Prefer not to answer | 27 | 11.54 | 39 | 5.19 |
| Null/Blank | 103 | 44.02 | 343 | 45.61 |

**Training – Religion or Belief
E-learning participants**

| All leavers | 2016/17 | | 2017/18 | |
|----------------------|---------|-------|---------|-------|
| | No. | % | No. | % |
| Buddhist | 15 | 0.19 | 0 | 0 |
| Church of Scotland | 1,152 | 14.26 | 703 | 20.25 |
| Hindu | 0 | 0 | 0 | 0 |
| Humanist | 15 | 0.19 | ≤5 | ≤5 |
| Jewish | 0 | 0 | 0 | 0 |
| Muslim | 0 | 0 | 0 | 0 |
| Other Christian | 287 | 3.55 | 163 | 4.7 |
| Other Religion | 31 | 0.38 | 30 | 0.86 |
| Pagan | 0 | 0 | 0 | 0 |
| Roman Catholic | 1,109 | 13.72 | 822 | 23.68 |
| Sikh | 0 | 0 | 0 | 0 |
| Prefer not to answer | 341 | 4.22 | 93 | 2.68 |
| Null/Blank | 4,058 | 50.21 | 1,033 | 29.77 |

What the data tells us:

Between 2016/17 and 2017/18, the number of people who chose the *Prefer not to answer* option when asked about their Religion or Belief during face-to-face training more than halved (falling from 11.54% in 2016/17 to 5.19% the following year). We also saw a significant decrease (of 20.44%) in the number of our employees who did not provide any information about their Religion or Belief during e-learning training sessions. These figures would suggest that our staff are becoming more comfortable about disclosing details of their Religion or Belief during both face-to-face and e-learning training opportunities.

11.7 Training – Marriage and Civil Partnership Status

**Training – Marriage and Civil Partnership Status
Face-to-face participants**

| | 2016/17 | | 2017/18 | |
|---------------------------|---------|-------|---------|-------|
| | No. | % | No. | % |
| Divorced/Separated | 11 | 4.7 | 41 | 5.45 |
| Living with Partner | 22 | 9.4 | 54 | 7.18 |
| Married/Civil Partnership | 116 | 49.58 | 324 | 43.09 |
| Single | 48 | 20.51 | 128 | 17.02 |
| Widowed | ≤5 | ≤5 | 6 | 0.8 |
| Prefer not to answer | 30 | 12.82 | 28 | 3.72 |
| Null/Blank | 6 | 2.56 | 171 | 22.74 |

**Training – Marriage and Civil Partnership Status
E-learning participants**

| | 2016/17 | | 2017/18 | |
|---------------------------|---------|-------|---------|-------|
| | No. | % | No. | % |
| Divorced/Separated | 561 | 6.94 | 204 | 5.88 |
| Living with Partner | 568 | 7.03 | 466 | 13.43 |
| Married/Civil Partnership | 4,091 | 50.62 | 1,528 | 44.02 |
| Single | 2,033 | 25.16 | 934 | 26.91 |

**Training – Marriage and Civil Partnership Status
E-learning participants**

| | 2016/17 | | 2017/18 | |
|----------------------|---------|------|---------|------|
| | No. | % | No. | % |
| Widowed | 70 | 0.87 | 23 | 0.66 |
| Prefer not to answer | 395 | 4.89 | 258 | 7.43 |
| Null/Blank | 363 | 4.49 | 58 | 1.67 |

What the data tells us:

Between 2016/17 and 2017/18, the number of people who chose the *Null/Blank* option when asked about their Marriage and Civil Partnership Status during face-to-face training increased significantly (rising from 2.56% in 2016/17 to 22.74% the following year).

We also saw a decrease (of 2.82%) in the number of our employees who did not provide any information about their Religion or Belief during e-learning training sessions; this would suggest that our staff are becoming more comfortable about disclosing details of their Marriage and Civil Partnership Status during e-learning training opportunities.

12.0 Case studies

Case study 1: LGBT Youth Charter Award

The Council has recently been awarded the LGBT Bronze Charter Award by LGBT Youth Scotland. The LGBT Charter Mark is awarded to schools, organisations and community groups that can demonstrate a commitment to inclusion and equality. Awards are made at Foundation, Bronze, Silver or Gold Level.

LGBT Youth Scotland is the country's leading organisation working to promote equality, rights and inclusion for LGBT young people. It is the largest youth and community-based organisation for LGBT young people in Scotland. Inverclyde Council's Award acknowledges the work of the local LGBT Group, *Clyde Pride*, together with the input from a number of Officers from across the Council who made the positive changes required to achieve this status.

The LGBT Charter is a straightforward programme that enables organisations to positively include LGBT people in every aspect of their work. The CLD's Youth Work Team worked with LGBT Youth Scotland to acknowledge the commitment CLD makes to local LGBT people. During the last year, the Team was supported by LGBT Youth Scotland to undertake training, consider and make amendments to its practices and resources, and review its policies and those of the Council.

Additionally, during the last few years, CLD and *Clyde Pride* have made good progress in raising awareness of the issues affecting LGBT young people. A number of projects have been delivered to help address some of those issues, examples of which include:

- the creation of a Champions' Group to provide support to young people and staff to encourage their involvement in the LGBT Programme;
- the delivery of LGBT training to volunteers and staff to enable them to support LGBT young people; and
- the delivery of a number of briefing sessions to staff on the most up-to-date information from LGBT Youth Scotland.

Plans are now in place to work towards achieving the Silver Charter Award and thereafter the Gold Award.

Case study 2: DCS – Level 3 Status

In September 2017, Inverclyde Council became only the second local authority in Scotland to achieve DCS Leadership (Level 3) Status. The Scheme aims to challenge attitudes, remove barriers and improve opportunities for disabled people and those with long-term health conditions.

Historically, the Council was a member of the *Double Tick* scheme which was replaced by the DCS, a self-assessment and accreditation initiative. The Scheme's Leader Status recognises the Council as a champion in the Inverclyde business and local communities.

A number of Council actions/provisions support the Level 3 Status, examples of which include:

- the welcoming of applications from disabled people, together with the utilisation of the *Access to Work* scheme to provide additional support for disabled candidates and employees;
- redesigning of jobs to remove barriers where potential and existing employees are affected by the nature of their impairment; and
- the provision of placements/experience for disabled students or applicants.

One of the conditions of our accreditation as a DCS employer is that we promote the Scheme to other employers who may be interested in the initiative. The implementation of the Council's Communications Strategy will therefore include the promotion of our Level 3 Status.

Additionally, the Council is currently in the process of setting up a Disabled Staff Forum, a friendly staff group that will provide a platform for disabled employees, staff who care for disabled family or friends, and staff with a general interest in disability. The Forum will also provide an opportunity to exchange information and ideas, and raise awareness about disability in a confidential and safe space.

13.0 Equal Pay

13.1 Average Total Pay Analysis for Gender, Disability and Ethnicity

| Gender Pay Gap 2016/17 | | | | | | |
|---------------------------------|-------|-----------------------------|--------|-----------------------------|--------------|-------------|
| Equal Pay Work Group | Male | | Female | | Difference £ | Pay Gap % |
| | Count | Average Total Hourly Rate £ | Count | Average Total Hourly Rate £ | | |
| A | 34 | 6.69 | 155 | 6.74 | -0.05 | -0.75 |
| B | 27 | 7.15 | 187 | 7.32 | -0.17 | -2.38 |
| C | 112 | 8.31 | 455 | 8.35 | -0.04 | -0.48 |
| D | 134 | 9.27 | 583 | 9.24 | 0.03 | 0.32 |
| E | 141 | 10.71 | 117 | 10.63 | 0.08 | 0.75 |
| F | 101 | 12.25 | 338 | 12.17 | 0.08 | 0.65 |
| G | 59 | 14.19 | 106 | 14.02 | 0.17 | 1.20 |
| H | 48 | 16.17 | 122 | 15.97 | 0.20 | 1.24 |
| I | 46 | 17.82 | 89 | 17.91 | -0.09 | -0.51 |
| J | 18 | 19.50 | 36 | 19.56 | -0.06 | -0.31 |
| K | 42 | 21.27 | 45 | 21.40 | -0.13 | -0.61 |
| L | 8 | 23.52 | 12 | 22.98 | 0.54 | 2.3 |
| M | 1 | 25.03 | 1 | 25.03 | 0.00 | 0.00 |
| N | 3 | 26.06 | 2 | 26.57 | -0.51 | -1.96 |
| O | 15 | 28.01 | 11 | 28.18 | -0.17 | -0.61 |
| C1 | 1 | 60.63 | 0 | | | |
| C2 | 2 | 55.31 | 1 | 55.31 | 0.00 | 0 |
| C3 | 2 | 45.06 | 1 | 45.06 | 0.00 | 0 |
| C4 | 5 | 40.08 | 2 | 40.08 | 0.00 | 0 |
| Senior Educational Psychologist | 1 | 32.96 | 0 | | | |
| Educational Psychologist | 0 | | 8 | 31.52 | | |
| Music Instructor | 9 | 19.31 | 12 | 19.42 | -0.11 | -0.57 |
| Teacher | 105 | 20.72 | 491 | 20.79 | -0.07 | -0.34 |
| Principal Teacher | 54 | 26.25 | 91 | 25.69 | 0.56 | 2.13 |
| Depute Head | 7 | 30.12 | 31 | 29.98 | 0.14 | 0.46 |
| Head Teacher ¹ | 10 | 35.81 | 22 | 34.38 | 1.43 | 3.99 |
| Quality Improvement Officer | 3 | 34.45 | 2 | 35.06 | -0.61 | -1.77 |
| Quality Improvement Manager | 0 | | 1 | 36.57 | | |
| | 988 | £14.84 | 2,921 | £13.46 | £1.38 | 9.3% |

¹ Inverclyde Council has no control over teaching salaries as they are set nationally. The Pay Gap here is due to the number of females who are Head Teachers in pre-5 educational establishments and in primary schools (which are paid less), in comparison with Head Teachers in secondary schools.

Gender Pay Gap 2017/18

| Equal Pay Work Group | Male | | Female | | Difference £ | Pay Gap % |
|---------------------------------------|-------|-----------------------------|--------|-----------------------------|--------------|--------------|
| | Count | Average Total Hourly Rate £ | Count | Average Total Hourly Rate £ | | |
| A | 28 | 8.75 | 153 | 8.75 | 0.00 | 0 |
| B | 27 | 8.75 | 181 | 8.75 | 0.00 | 0 |
| C | 131 | 8.75 | 478 | 8.75 | 0.00 | 0 |
| D | 140 | 9.41 | 581 | 9.41 | 0.00 | 0 |
| E | 139 | 10.90 | 121 | 10.72 | 0.18 | 1.65 |
| F | 98 | 12.41 | 357 | 12.27 | 0.14 | 1.13 |
| G | 62 | 14.32 | 112 | 14.29 | 0.03 | 0.21 |
| H | 48 | 16.34 | 118 | 16.09 | 0.25 | 1.53 |
| I | 44 | 18.00 | 97 | 18.01 | -0.01 | -0.06 |
| J | 18 | 19.70 | 31 | 19.60 | 0.10 | 0.51 |
| K | 37 | 21.46 | 51 | 21.48 | -0.02 | -0.09 |
| L | 10 | 23.64 | 13 | 23.36 | 0.28 | 1.18 |
| M | 4 | 24.21 | 0 | | | |
| N | 3 | 26.59 | 2 | 26.84 | -0.25 | -0.94 |
| O | 12 | 28.46 | 11 | 28.46 | 0.00 | 0 |
| C1 | 1 | 61.24 | 0 | | | |
| C2 | 1 | 55.86 | 2 | 55.86 | 0.00 | 0 |
| C3 | 2 | 45.51 | 1 | 45.51 | 0.00 | 0 |
| C4 | 6 | 40.48 | 2 | 40.48 | 0.00 | 0 |
| Educational Psychologist ² | 1 | 33.62 | 8 | 31.34 | 2.28 | 6.78 |
| Music Instructor | 10 | 19.76 | 10 | 20.09 | -0.33 | -1.67 |
| Teacher | 103 | 20.91 | 477 | 20.98 | -0.07 | -0.33 |
| Principal Teacher | 59 | 26.50 | 112 | 25.95 | 0.55 | 2.08 |
| Depute Head | 7 | 30.73 | 36 | 30.50 | 0.23 | 0.75 |
| Head Teacher ³ | 9 | 36.35 | 25 | 35.40 | 0.95 | 2.61 |
| Quality Improvement Officer | 2 | 35.76 | 3 | 35.76 | 0.00 | 0 |
| Quality Improvement Manager | 0 | 0.00 | 1 | 37.31 | | |
| | 1,002 | £14.93 | 2,983 | £13.63 | £1.30 | 8.71% |

What the data tells us:

The data provides information on the average basic total hourly pay (excluding overtime), broken down by the male and female employees in each grade. This shows we had a total Gender Pay Gap of 9.3% in 2016/17 and a slight improvement to 8.71% in 2017/18.

Additional information:

The Gender Pay Gap is based on a percentage of the Male Average Total Hourly Rate.

To explore whether there are barriers or cultural issues that prevent female employees from being employed in higher grades, a seminar for female employees will be arranged for March 2019, similar to the one held on International Women's Day 2017. The event will highlight the success stories of female

² One female new start Educational Psychologist is at the bottom of the grade; this will change as she progresses up the grading scale.

employees at the Council and offer an opportunity to explore any issues that female staff may have around applying for promoted posts.

We also monitor the percentage of the highest paid 5% of earners among Inverclyde Council employees that are women (excluding teachers); in 2016/17, the figure was 52.9% and for 2017/18 it was 53.9%.

The Council's Disability Pay Gap information, although not required at this time to be published, is shown in the following tables:

| Disability Pay Gap 2016/17 | | | | | | |
|-----------------------------|-------------------------|--------------------------------|----------------------|--------------------------------|-----------------|--------------|
| | No Disclosed Disability | | Disclosed Disability | | Difference £ | Pay Gap % |
| | % of Workforce | Average Total Hourly Rate £ | % of Workforce | Average Total Hourly Rate £ | | |
| Modern Apprentices | 0.56 | 6.74 | 0.05 | 6.55 | 0.19 | 2.82 |
| A | 4.3 | 8.45 | 0.18 | 8.45 | 0.00 | 0 |
| B | 5.09 | 8.45 | 0.13 | 8.45 | 0.00 | 0 |
| C | 14.1 | 8.53 | 0.41 | 8.5 | 0.03 | 0.35 |
| D | 18.21 | 9.25 | 0.13 | 8.99 | 0.26 | 2.81 |
| E | 6.5 | 10.67 | 0.1 | 10.57 | 0.10 | 0.94 |
| F | 11 | 12.18 | 0.23 | 12.01 | 0.17 | 1.4 |
| G ⁴ | 3.99 | 14.10 | 0.23 | 13.55 | 0.55 | 3.9 |
| H | 4.27 | 16.03 | 0.08 | 16.19 | -0.16 | -1 |
| I | 3.25 | 17.89 | 0.2 | 17.65 | 0.24 | 1.34 |
| J | 1.3 | 19.54 | 0.08 | 19.71 | -0.17 | -0.87 |
| K | 2.1 | 21.32 | 0.13 | 21.43 | -0.11 | -0.52 |
| L | 0.51 | 23.2 | 0 | | | |
| M | 0.05 | 25.03 | 0 | | | |
| N | 0.13 | 26.26 | 0 | | | |
| O | 0.61 | 28.08 | 0.05 | 28.19 | -0.11 | -0.39 |
| C1 | 0.03 | 60.63 | 0 | | | |
| C2 | 0.08 | 55.31 | 0 | | | |
| C3 | 0.08 | 45.06 | 0 | | | |
| C4 | 0.18 | 40.08 | 0 | | | |
| Educational Psychologist | 0.23 | 31.68 | 0 | | | |
| Music Instructor | 0.54 | 19.37 | 0 | | | |
| Teacher ⁵ | 15.09 | 20.74 | 0.15 | 19.57 | 1.17 | 5.64 |
| Principal Teacher | 3.68 | 25.89 | 0.03 | 25.67 | 0.22 | 0.85 |
| Depute Head | 0.97 | 30.02 | 0 | | | |
| Head Teacher | 0.82 | 35.01 | 0 | | | |
| Quality Improvement Officer | 0.13 | 5.00 | 0 | | | |
| Quality Improvement Manager | 0.03% | 36.57 | 0 | | | |
| | 97.83% | £13.78 | 2.17% | £13.19 | £0.59 | 4.3% |

⁴ This will change as employees progress up the grading scale

⁵ This will change as employees progress up the grading scale

Disability Pay Gap 2017/18

| | No Disclosed Disability | | Disclosed Disability | | Difference £ | Pay Gap % |
|-----------------------------|-------------------------|--------------------------------|----------------------|--------------------------------|-----------------|--------------|
| | % of Workforce | Average Total Hourly Rate £ | % of Workforce | Average Total Hourly Rate £ | | |
| Modern Apprentices | 0.43 | 6.85 | 0 | | | |
| A | 4.09 | 8.75 | 0.15 | 8.75 | 0 | 0 |
| B | 4.94 | 8.75 | 0.15 | 8.75 | 0 | 0 |
| C | 14.63 | 8.75 | 0.65 | 8.75 | 0 | 0 |
| D | 17.79 | 9.41 | 0.3 | 9.25 | 0.16 | 1.7 |
| E | 6.37 | 10.81 | 0.15 | 10.91 | -0.10 | -0.93 |
| F | 11.17 | 12.30 | 0.25 | 12.40 | -0.10 | -0.81 |
| G | 4.09 | 14.32 | 0.28 | 14.00 | 0.32 | 2.23 |
| H | 4.07 | 16.15 | 0.1 | 16.55 | -0.40 | -2.48 |
| I | 3.34 | 18.00 | 0.2 | 18.09 | -0.09 | -0.5 |
| J | 1.15 | 19.61 | 0.08 | 19.92 | -0.31 | -1.58 |
| K | 2.08 | 21.47 | 0.13 | 21.53 | -0.06 | -0.28 |
| L | 0.58 | 23.48 | 0 | | | |
| M | 0.1 | 24.21 | 0 | | | |
| N | 0.13 | 26.69 | 0 | | | |
| O | 0.53 | 28.46 | 0.05 | 28.46 | 0 | 0 |
| C1 | 0.03 | 61.24 | 0 | | | |
| C2 | 0.05 | 55.86 | 0.03 | 55.86 | 0 | 0 |
| C3 | 0.08 | 45.51 | 0 | | | |
| C4 | 0.2 | 40.48 | 0 | | | |
| Educational Psychologist | 0.23 | 31.6 | 0 | | | |
| Music Instructor | 0.5 | 19.92 | 0 | | | |
| Teacher | 14.33 | 20.99 | 0.23 | 19.77 | 1.22 | 5.81 |
| Principal Teacher | 4.24 | 26.15 | 0.05 | 25.52 | 0.63 | 2.41 |
| Depute Head | 1.08 | 30.54 | 0 | | | |
| Head Teacher | 0.85 | 35.65 | 0 | | | |
| Quality Improvement Officer | 0.13 | 35.76 | 0 | | | |
| Quality Improvement Manager | 0.03 | 37.31 | 0 | | | |
| | 97.21% | £13.96 | 2.79% | £13.34 | £0.62 | 4.4% |

What the data tells us:

The Disability Pay Gap information presents a good and improving picture which demonstrates the Council's commitment to equal opportunities for all employees.

Additional information:

Inverclyde Council is a *Disability Confident Leader* which shows our commitment to attracting and retaining disabled staff. We have also achieved *Carer Positive Employer* status.

The Council's Ethnicity Pay Gap information, although not required at this time to be published, is shown in the following tables:

| Ethnicity Pay Gap 2016/17 | | | | | | |
|--------------------------------|-------------------|---|-------------------|---|-----------------|---------------|
| | White British | | Not White British | | Difference £ | Pay Gap % |
| | % of Workforce | Average Total Hourly Rate £ | % of Workforce | Average Total Hourly Rate £ | | |
| Modern Apprentices | 0.61 | 6.72 | 0 | | | |
| A | 3.84 | 8.45 | 0.33 | 8.45 | 0.00 | 0 |
| B | 5.01 | 8.45 | 0.03 | 8.45 | 0.00 | 0 |
| C | 11.13 | 8.52 | 1.13 | 8.55 | -0.03 | -0.35 |
| D | 16.01 | 9.23 | 0.67 | 9.27 | -0.04 | -0.43 |
| E | 5.35 | 10.65 | 0.31 | 10.67 | -0.02 | -0.19 |
| F | 8.26 | 12.07 | 1.41 | 12.55 | -0.48 | -3.98 |
| G | 3.22 | 14.00 | 0.56 | 14.43 | -0.43 | -3.07 |
| H | 3.56 | 15.99 | 0.31 | 16.38 | -0.39 | -2.44 |
| I | 2.35 | 17.83 | 0.59 | 17.95 | -0.12 | -0.67 |
| J | 1.15 | 19.51 | 0.13 | 19.71 | -0.2 | -1.03 |
| K | 1.71 | 21.31 | 0.41 | 21.44 | -0.13 | -0.61 |
| L | 0.43 | 23.12 | 0.08 | 23.61 | -0.49 | -2.12 |
| M | 0.05 | 25.03 | 0 | | | |
| N ⁶ | 0.08 | 26.57 | 0.03 | 25.03 | 1.54 | 5.8 |
| O | 0.59 | 28.18 | 0.08 | 28.18 | 0.00 | 0 |
| C1 | 0.03 | 60.63 | 0 | | | |
| C2 | 0.05 | 55.31 | 0.03 | 55.31 | 0.00 | 0 |
| C3 | 0.05 | 45.06 | 0.03 | 45.06 | 0.00 | 0 |
| C4 | 0.1 | 40.07 | 0.05 | 40.08 | -0.01 | -0.02 |
| Educational Psychologist | 0.08 | 29.98 | 0 | | | |
| Music Instructor | 0.1 | 17.07 | 0 | | | |
| Teacher | 7.04 | 19.36 | 0.28 | 19.14 | 0.22 | 1.14 |
| Principal Teacher | 1.46 | 25.78 | 0.03 | 26.65 | -0.87 | -3.37 |
| Depute Head | 0.38 | 30.18 | 0 | | | |
| Head Teacher | 0.41 | 34.52 | 0 | | | |
| Quality Improvement Officer | 0.05 | 35.06 | 0 | | | |
| Quality Improvement Manager | 0.03 | 36.57 | 0 | | | |
| | 73.14% | £12.55 | 6.45% | £13.69 | -1.14 | -9.08% |

⁶ This will change as employees progress up the grading scale

Ethnicity Pay Gap 2017/18

| | White British | | Not White British | | Difference £ | Pay Gap % |
|-----------------------------|-------------------|---|-------------------|---|-----------------|----------------|
| | % of Workforce | Average Total Hourly Rate £ | % of Workforce | Average Total Hourly Rate £ | | |
| Modern Apprentices | 0.43 | 6.85 | 0 | | | |
| A | 3.81 | 8.75 | 0.2 | 8.75 | 0.00 | 0.00 |
| B | 4.97 | 8.75 | 0.03 | 8.75 | 0.00 | 0.00 |
| C | 13.5 | 8.75 | 0.83 | 8.75 | 0.00 | 0.00 |
| D | 16.36 | 9.40 | 0.53 | 9.33 | 0.07 | 0.74 |
| E | 5.5 | 10.80 | 0.33 | 10.80 | 0.00 | 0.00 |
| F | 9.34 | 12.24 | 1.1 | 12.51 | -0.27 | -2.21 |
| G | 3.59 | 14.25 | 0.48 | 14.58 | -0.33 | -2.32 |
| H | 3.59 | 16.12 | 0.3 | 16.41 | -0.29 | -1.80 |
| I | 2.58 | 17.96 | 0.55 | 18.05 | -0.09 | -0.5 |
| J | 0.98 | 19.61 | 0.18 | 19.59 | 0.02 | 0.1 |
| K | 1.83 | 21.43 | 0.3 | 21.78 | -0.35 | -1.63 |
| L | 0.5 | 23.53 | 0.08 | 23.16 | 0.37 | 1.57 |
| M | 0.08 | 24.33 | 0.03 | 23.85 | 0.48 | 1.97 |
| N | 0.08 | 26.84 | 0.03 | 26.08 | 0.76 | 2.83 |
| O | 0.55 | 28.46 | 0.03% | 28.46 | 0.00 | 0 |
| C1 | 0.03 | 61.24 | 0 | | | |
| C2 | 0.08 | 55.86 | 0 | | | |
| C3 | 0.05 | 45.51 | 0.03 | 45.51 | 0.00 | 0 |
| C4 | 0.15 | 40.48 | 0.03 | 40.48 | 0.00 | 0 |
| Educational Psychologist | 0.08 | 28.41 | 0 | | | |
| Music Instructor | 0.13 | 18.18 | 0 | | | |
| Teacher | 7.8 | 19.78 | 0.3 | 20.07 | -0.29 | -1.47 |
| Principal Teacher | 2.03 | 26.03 | 0.05 | 26.69 | -0.66 | -2.54 |
| Depute Head | 0.5 | 30.74 | 0.03 | 31.2 | -0.46 | -1.5 |
| Head Teacher | 0.55 | 35.36 | 0 | | | |
| Quality Improvement Officer | 0.05 | 35.76 | 0 | | | |
| Quality Improvement Manager | 0.03 | 37.31 | 0 | | | |
| | 79.15% | £12.82 | 5.4% | £14.15 | -£1.33 | -10.37% |

What the data tells us:

The Ethnicity Pay Gap data presents a good and improving position which demonstrates the Council's commitment to equal opportunities for all employees.

Additional information:

The *Blank* and *Prefer not to answer* options account for 20.41% and 15.45% of responses in 2016/17 and 2017/18 respectively.

In relation to the Ethnicity Pay Gap information provided above, guidance suggests that analysis should be carried out based on White and Non-White employees. However, the definitions selected by some staff do not explicitly define whether they are White or not. Analysis has therefore been conducted based on whether an employee is both British and White or not. It is considered that many of the employees who have not disclosed their ethnicity will fall into the White and British category which would reduce the Gap.

Action was taken in 2018 to encourage disclosure by all staff; this supports delivery of Equality Outcome 4: *There are no barriers in recruitment, training and promotion opportunities for Inverclyde Council and, specifically, improvement action All staff to be asked to update their Equal Opportunities status during 2017 to allow the Council to monitor, report on and take action to remove any barriers in recruitment, training or promotion opportunities.*

14.0 Equal Pay Statement 2019

Policy Statement

Inverclyde Council supports the principles of equal opportunities in employment and believes that all staff, regardless of their Age; Disability; Ethnicity; Ethnic Origin; Gender; Gender Reassignment; Marriage and Civil Partnership status; Pregnancy and Maternity; Race; Religion or Belief; Sex; or Sexual Orientation, should receive equal pay for the same or broadly similar work, for work rated as equivalent and for work of equal value.

We believe it is in the Council's interest to ensure that pay is awarded fairly and equitably and proactive steps are taken to address equality issues and Pay Gaps between men and women. Unless barriers to men's and women's participation in occupations stereotypically dominated by one gender, and to women achieving the most senior posts are removed, the Council cannot be confident that it is recruiting the most skilled and talented individuals.

The narrative at section 3.5 of the Mainstreaming Report 2019 shows that the ethnicity of the Council's workforce is broadly reflective of the community it serves. However, the Council is not complacent about this and will continue to consider methods to attract the broadest possible range of applicants for vacant positions to ensure that, as well as the Protected Characteristics of Disability, Ethnicity and Sex, all the Protected Characteristics are appropriately represented within its workforce.

According to the latest data for Inverclyde Council, the Gender Pay Gap continues to decrease and we do not have a detrimental Ethnicity Pay Gap and only a minor Disability Pay Gap. We will continue to monitor the Pay Gaps and take appropriate steps to address any imbalance that occurs. Inverclyde Council has registered for the DCS and obtained Level Three which we believe will assist in redressing the small Disability Pay Gap that is detailed on page 62 of the Council's Mainstreaming Report 2019. As part of the DCS, we will introduce a Staff Forum on Disability to further engage with our disabled employees and staff who have an interest in disability.

The Council believes that we should operate a Pay and Grading System which is transparent, based on objective criteria and free from bias, on any grounds. We aim to avoid unfair discrimination and to reward fairly the skills, experience and potential of all employees, thereby increasing motivation, loyalty, productivity and effectiveness and enhance the Council's reputation and image.

The Council uses an analytical Job Evaluation System to assess the value of jobs and their place in the Council's grading structure. For teachers, promoted posts are subject to job sizing for salary purposes.

The Council's Pay and Grading Scheme is based on Job Evaluation and therefore satisfies EIAs fully. The Council is in consultation with our Trade Unions to consolidate the National Living Wage into our Pay and Grading Structure and, as part of this, an EIA was successfully completed in late 2018. The next EIA will be carried out in 2023.

In addition, the following examples further demonstrate the Council's commitment to a culture of equality of opportunity:

- in terms of recruitment and selection, managers are trained to short list using experience and qualifications (other personal aspects of the applicant are not known by short list panels), interviews are competency-based, and successful candidates are chosen on merit and their details captured for reference against a selection pro forma, with references only taken up for successful candidates;
- work-life balance - includes a range of varying working patterns for employees to consider;
- flexible working – allows daily attendance flexibility;
- Modern Apprentices Scheme – helps to recruit young people;
- DCS – as mentioned above, the Council is fully signed up to this new initiative to support existing disabled staff and attract new disabled candidates;
- The Workforce Information and Activity Reports highlight equality and pose challenges to address this, where relevant;
- diversity training is provided through face-to-face and e-learning opportunities;

- policies and procedures are in place to support employees to raise examples of any behaviour exhibited against expected high equality standards, for example, whistleblowing, grievance and our Dignity and Respect at Work, and Equality and Diversity Policies;
- each year, the Council welcomes a cohort of around 12 young people with a disability on work placements from West College Scotland; and
- awareness of the diversity of the local population and recognition of the value for all groups represented in the Council's workforce.

Our Objective

We have one simple objective:

- to eliminate any unfair, unjust or unlawful practices that impact on pay equality.

Our Actions

To put Inverclyde Council's commitment to providing equal pay into practice, we will take the following steps:

- continue to work with Trade Union representatives following the implementation of Job Evaluation and the Single Status Agreement which developed a new Pay and Grading Model free of sex-bias;
- the new Pay and Grading Model introduced at Single Status is based on the national Job Evaluation Scheme which was then applied locally following an EIA by a national expert;
- Pay and Grading and Allowances and Conditions of Service were all looked at for equality implications by the EIA expert at that time. A favourable EQIA was carried out in March 2013 by an independent expert and more recently in 2018 to proposed changes to our Pay and Grading Structure;
- in partnership with the Trade Unions, implement regular equal pay reviews, in line with Equality and Human Rights Commission guidance for all staff, to identify any Pay Gaps and their causes;
- assess and review the findings of the Equal Pay Review and take action to address any Gaps identified;
- provide training and guidance for those involved in determining pay and benefits;
- inform employees of how these practices work and how their pay is determined;
- respond to grievances; and
- monitor pay statistics annually.

Responsibility for delivering the Policy

The Council's Corporate Director – Education, Communities and Organisational Development is the Corporate Management Team Lead Officer for monitoring and promoting equality across the Council and ensuring the delivery of the Council's Equality Outcomes 2017/21. The Head of Organisational Development, Human Resources and Communications is responsible for meeting equalities duties in respect of employment and equal pay and for ensuring the commitments made in this Policy are implemented.

| | | | |
|-------------------------|--|--------------------|------------------------|
| Report To: | Policy and Resources Committee | Date: | 26 March 2019 |
| Report By: | Chief Financial Officer | Report No: | FIN/34/19/AP/FM |
| Contact Officer: | Fiona Maciver | Contact No: | 01475 712904 |
| Subject: | Marriages within Inverclyde Council Premises – Update | | |

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Committee with an update on marriage ceremonies within Council premises.

2.0 SUMMARY

- 2.1 The Council's original Wedding Suite in West Stewart Street closed in October 2017 with the Provost's Room in Greenock Municipal Buildings being approved by the Committee to be the temporary designated venue for Marriage Ceremonies. In September 2017 the Committee agreed that the new designated Marriage Suite be the Provost's Room located in the Port Glasgow Town Hall and this was refurbished and is now open for use.
- 2.2 Following refurbishment, the new designated Marriage Suite within Port Glasgow Town Hall opened officially on time on 1 August 2018 and has proven to be popular as well as receiving positive comments about the look and feel of the room.
- 2.3 Bookings for the new facility have been increasing and it is hoped the recent publicity will raise awareness and show the high quality venue the Council now operates.
- 2.4 Alternative locations for ceremonies are becoming increasingly popular and once refurbishment works are completed, the former District Court will provide a further facility available for use.

3.0 RECOMMENDATIONS

- 3.1 That the Committee notes the successful implementation of the new Marriage Suite in the Port Glasgow Town Hall.
- 3.2 That the Committee notes that the former District Court, once renovations are complete, will become an additional venue of choice for marriages in Inverclyde.
- 3.3 That the Committee notes the co-operation of Inverclyde Leisure staff during the implementation phase and their ongoing support in supporting marriages delivered by the Council.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 As part of the Office Asset Management Plan the Council's Marriage Suite in West Stewart Street closed in October 2017. The Council has a legal requirement to be able to provide a wedding "Celebrant" and to provide a venue from within its "Registration Office". In June 2017 the Committee approved that the Provost's Room in the Greenock Municipal Buildings would become the interim designated marriage facility for the Council.
- 4.2 The Provost's Room proved to be a success with 7 ceremonies taking place there between the period 1 October 2017 to 31 January 2018 compared to 9 for the same period in 2016/17 in West Stewart Street.
- 4.3 The Committee agreed in September 2017 that the Provost's Room in Port Glasgow Town Hall become the designated Marriage Suite for the Council from the Summer of 2018 and also agreed to an estimated investment of £25,000 to renovate the room which included replacing the ceiling, new lighting, furniture and soft furnishings. A photograph of the renovated marriage suite can be seen at Appendix 1.
- 4.4 The Provost's Room became operational for wedding ceremonies from 1 August 2018 and has proven to be popular, with 7 ceremonies taking place between 1 October 2018 and 31 January 2019 which is in line with the number of ceremonies conducted at the previous venues in West Stewart Street and the Greenock Provost's Room. Inverclyde Leisure have been very supportive in assisting with opening the venue, cleaning after Services and assisting guests on arrival; they were also of great assistance during the renovation period all of which is much appreciated. Many positive comments have been made by bridal parties about the look and feel of the room.
- 4.5 As marriages can now take place any location of choice, even the couple's home, ceremonies in external venues are becoming increasingly popular. The table below shows the number of marriages carried out by the Council's Registration Team in the Council's Marriage Facilities and those conducted in external venues. In September 2017 the Committee also agreed that following planned refurbishment the former District Court would be promoted as an alternative location for marriage ceremonies. The following table shows the number of ceremonies conducted by the Registration Team in the last 3 Calendar Years.

4.6

| Civil Marriages | Inverclyde Council Marriage Facility | External Venue |
|-----------------|--------------------------------------|----------------|
| 2016 | 39 | 40 |
| 2017 | 42 | 36 |
| 2018 | 23 | 41 |

5.0 GOING FORWARD

- 5.1 Whilst the Provost's Room in Port Glasgow is proving to be a popular choice for couples to be married it is hoped that recent publicity promoting the Marriage Suite and showcasing the sumptuous appearance of the Wedding Suite will attract further couples to use this venue.
- 5.2 The Provost's Room in Port Glasgow also has an advantage for couples wanting to have their Ceremony, Wedding Meal and Evening Reception in the one location by utilising the facilities provided by Inverclyde Leisure in the Port Glasgow Town Hall.
- 5.3 The refurbishment of the Former District Court in Greenock is nearing completion and could prove to be of interest to couples who wish a unique venue with historical interest. The building is currently under renovation works which are expected to be complete by the end of March 2019. Using this venue would also allow couples wishing to have their Ceremony, Wedding Meal and Evening Reception in the one location by utilising the facilities in the Greenock Town Hall.

- 5.4 As previously reported to the Committee, disabled access to the former District Court is not straight forward and as discussed at the Committee previously, access would be, with cooperation from Inverclyde Leisure, via the Greenock Town Hall. Where someone has mobility issues it would be possible via prior arrangement for access to be via the Customer Service Centre (CSC) as long as this was whilst the CSC was open.
- 5.5 Inverclyde's Registration Team takes a pride in delivering personalised tailored services for couples on their special day and is in a strong position to continue to be able to deliver a memorable and high quality experience to couples wishing to be married in Inverclyde.

6.0 IMPLICATIONS

6.1 Finance - none

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

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

- 6.2 **Legal** – there are no legal implications arising from this report.
- 6.3 **Human Resources** – there are no human resources implications arising from this report.
- 6.4 **Equalities**

Has an Equality Impact Assessment been carried out?

Yes See attached appendix

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

- 6.5 **Repopulation** – there are no repopulation issues arising from this report.

7.0 CONSULTATIONS - none

8.0 LIST OF BACKGROUND PAPERS - none



| | | | |
|-------------------------|--|--------------------|----------------------|
| Report To: | Policy & Resources Committee | Date: | 26 March 2019 |
| Report By: | Head of Legal & Property Services | Report No: | GM/LP/044/19 |
| Contact Officer: | Gerard Malone | Contact No: | 01475 712710 |
| Subject: | Inverclyde Leisure Trust – ILT Asset Management Plan and Replacement of Waterfront Training Pool Moveable Floor | | |

1.0 PURPOSE

- 1.1 This report summarises the reasons for the Council's necessary, increasing investment in life-cycle replacement of key building and infrastructure elements of the Waterfront Leisure Centre and other ILT facilities and proposes:
- (a) a joint way forward for future phased investment based upon an ILT Asset Management Plan; and
 - (b) a suitable timescale for Waterfront Training Pool moveable floor replacement.

2.0 SUMMARY

- 2.1 Inverclyde Leisure Trust (ILT) is one of the Council's Arm's-length External Organisations and the Council and ILT are key stakeholders in the support, development and delivery of leisure services within Inverclyde.
- 2.2 The Council is the owner and the major investor in ILT-managed facilities and, accordingly, accepts responsibility for all major works of building fabric and building services repair and maintenance, renewal and replacement.
- 2.3 The Waterfront Leisure Centre is now over 20 years old and its major building elements and infrastructure are, as expected, approaching the end of their normal life-expiries and a programme for future investment is needed. This investment must recognise the current and forecast budget pressures and, so, must be targeted on facilities that are identified as critical for ILT's future business plan in order to ensure these facilities are able to provide high-quality leisure services to the Inverclyde community and to visitors to this area.
- 2.4 This approach to investment is based upon the joint working of Council and ILT officers in developing proposals for Committee consideration as part of the 2020/2023 budget period. A joint approach has been agreed at officer level to ensure there is clarity on investment priorities, with a phased programme for the allocation of Council funding. An Asset Management Planning review has been commenced with a view to completion by September 2019 so that reports can be submitted to the Council (and to the ILT Board) by the end of this calendar year and for purposes of input into budget planning for 2020/2023.
- 2.5 In view of the considerable investment needed, the replacement of the Waterfront Training Pool moveable floor has been a subject of review within these discussions and the prospective funding arrangements for this and the timescales for programmed replacement in 2020 are detailed within this report.

3.0 RECOMMENDATIONS

That the Committee:-

- 3.1 Considers the terms of this report;
- 3.2 Approves the joint Council and ILT approach to an investment programme based upon an ILT Asset Management Plan;
- 3.3 Notes the timescales for September 2019 completion with submission to Council and ILT Board thereafter as part of the 2020/2023 budget planning process; and
- 3.4 Confirms that the replacement of the Waterfront Training Pool moveable floor and its funding options be considered within the above timescales and for implementation in summer 2020, all in liaison with ILT.

Gerard Malone
Head of Legal & Property Services

4.0 BACKGROUND

- 4.1 ILT is a key partner of the Council. ILT is one of the Council's Arm's-length External Organisations and both organisations work extensively together in the support, development and provision of leisure services for all sectors of Inverclyde's community. ILT manages on a daily basis the Council's leisure facilities and is responsible for the widest range of leisure services to the public in Inverclyde and to visitors.
- 4.2 The Council is the owner of the facilities managed by ILT and, as such, accepts responsibility for all major works of building and fabric and infrastructure, repair and renewal. This is a relationship that has worked well over the years and Officers from both organisations meet regularly in order to plan investment and development options and to match available resources with ILT business plans. These meetings assist in the prioritisation and targeting of resources and are effective in the setting of priorities and in the use of pressurised resources, both staffing and financial. By and large, through these working arrangements it is possible for both organisations to maintain a clear focus on quality standards for Inverclyde's building facilities.
- 4.3 The Waterfront Leisure Centre was constructed in 1997 and, so, is now over 20 years old. Its major building elements and infrastructure are, as expected, approaching the end of their normal life-expiries and significant, costly investments have already been undertaken and planned as a matter of normal business-planning. The major items of Council-funded repair and renewal are summarised, below:

| Item | Year | Cost |
|---|---------|-------|
| Planned | | |
| Boiler & Plant Room Equipment Replacement / Building Energy Management System | 2018/20 | £530K |
| Training Pool Air Handling Unit Refurbishment | 2018/19 | £15K |
| Completed | | |
| Leisure Pool Air Handling Unit Refurbishment | 2017/18 | £15K |
| Sand Filter Replacement | 2017/18 | £64K |
| Ice Rink Dehumidifier / Flooring Replacement | 2017/18 | £145K |
| Lift Replacement | 2017/18 | £121K |
| Locker Replacement | 2017/18 | £52K |
| Phased Water Installations (Pipework) Replacement | 2016/17 | £22K |
| Combined Heat & Power (CHP – ILT Funded) | 2016/17 | £250K |
| Phased Water Installations (Pipework) Replacement | 2016/17 | £25K |
| Flume Repairs/Refurbishment | 2015/16 | £59K |
| Refrigeration Plant Screen | 2014/15 | £37K |
| Replacement Refrigeration Plant | 2013/15 | £400K |
| Glazing Repairs | 2013/14 | £43K |

- 4.4 In addition, the Council is also responsible for the major repair and renewal of all of ILT's leisure facilities and the major recent investments made by the Council (including, where appropriate, some partnership development proposals from ILT) are as follows:-

| Facility | Item of Major Investment | Year | ILT/Council Contribution/ Cost |
|---|-----------------------------------|---------|--------------------------------|
| Planned | | | |
| Rankin Park (subject to grant funding assistance) | Indoor Sports Facility for Tennis | 2020/21 | £500 (IC) |
| Boglestone Community Centre | Gym Expansion/Café/Soft Play | 2019/20 | £830K (ILT) |
| | Mechanical & Electrical | 2019/20 | £100K (IC) |

| | | | |
|--------------------------------|--|---------|-------------|
| | Lifecycle Works | | |
| | Re-Roofing Phase1 | 2018/20 | £300K (IC) |
| Completed | | | |
| Boglestone Community Centre | Car Park Resurfacing / Improvements | 2018/19 | £85K (IC) |
| Lady Octavia Recreation Centre | Budget Gym/Upgrade | 2018/19 | £470 (ILT) |
| | New Fire Detection/Alarm & Changing Room Ventilation/Lighting Lifecycle Work | 2018/19 | £31K (IC) |
| | Centre Car Park Expansion and Road Improvements | 2018/19 | £296K (IC) |
| | Re-bound Board Replacement | 2018/19 | £9K (IC) |
| | 3G Pitch Rejuvenation | 2017/18 | £24K (IC) |
| | 5-a-side Pitches Carpet Replacement / Upgrade | 2017/18 | £54K (IC) |
| Inverclyde Indoor Bowling | Carpet/Lighting Upgrade | 2018/19 | £100K (IC) |
| | Internal Upgrade | 2011/12 | £87K (IC) |
| Greenock Sports Centre | Flooring Repairs / Replacement | 2016/18 | £40K (IC) |
| | Electrical Switchgear Replacement | 2014/15 | £27K (IC) |
| | Partial Refurbishment | 2012/14 | £725K (IC) |
| Synthetic Sports Pitches | Rejuvenation of 3 Pitches (Broomhill / George Rd / Parklea 2) | 2018/19 | £117K (IC) |
| Gourock Outdoor Pool | Remedial Works | 2014/16 | £138K (IC) |
| | Sand Filter Media Renewal | 2015/16 | £11K (IC) |
| | External Door Replacement | 2016/17 | £20K (IC) |
| Battery Park Pavilion / Pitch | Water Heater Replacement | 2017/18 | £52K (IC) |
| | Flood Defences | 2014/15 | £197K (IC) |
| | Boiler Replacement | 2014/15 | £41K (IC) |
| | Pitch Synthetic Surface Replacement | 2012/13 | £209K (IC) |
| Ravenscraig Stadium | Floodlighting Replacement | 2014/15 | £164K (IC) |
| George Road Pavilion | Internal Upgrade | 2017/18 | £73K (IC) |
| Birkmyre Park Gym | Rugby Pitch Drainage | 2018/19 | £364K (IC) |
| | Landscaping | 2014/15 | £233K (IC) |
| | Multi-Use Games Area | 2010/11 | £150K (IC) |
| Ravenscraig Recreation Centre | Clip & Climb/Budget | 2015/16 | £600K (ILT) |

| | | | |
|--|-------------|--|------------|
| | Gym/Upgrade | | £600K (IC) |
| | | | |

The above project list excludes the previous Sports Strategy projects summarised in the table below:

| Location | Project Description | Completion Date | Capital Investment |
|-------------------------|--|-----------------|--------------------|
| Gourock Park | Amphitheatre repairs, canopy installation, DDA / Accessibility and electrical works | May 2010 | £265K |
| George Road | Upgrade of existing blaes pitch to 3 rd Generation artificial turf including fencing and floodlights | Feb 2010 | £501K |
| Broomhill | Upgrade of existing blaes pitch to 3 rd Generation artificial turf including fencing and floodlights. | Feb 2010 | £501K |
| | Pavilion (changing / shower accommodation). | Nov 2010 | £220K |
| Ravenscraig Stadium | Grass pitch drainage works. | Jun 2009 | £70K |
| | Stadium and changing / shower accommodation refurbishment. | Mar 2012 |) £1.836m) |
| | Endurance provision (running track). | Nov 2012 | |
| Gourock Outdoor Pool | Refurbishment works. | Jun 2012 | £2.036m |
| Parklea | Upgrade of existing blaes pitch to 3 rd Generation artificial turf including fencing and floodlights. | Jun 2010 | £674K |
| | Road infrastructure works. | Oct 2010 | £294K |
| | Remedial drainage works | May 2011 | £21K |
| | Grass pitches and associated drainage. | Jun 2012 | £446K |
| | New stadium / changing / shower accommodation. | Jun 2012 | £3.867m |
| Rankin Park | Grass pitch and changing pavilion completed | Aug 2015 | £1.305m |
| Total Investment | | | £12.007m |

- 4.5 These major investments have, in the most part, been funded by the Council through its use of its Capital Programme which is, itself, under pressure for the repair and maintenance of Council-occupied facilities throughout Inverclyde. The levels of investment in all of the Council's buildings must be recognised in the light of current and forecast budgetary pressures for the future. This means that any investment must be clearly prioritised to ensure that it achieves the business plan objectives of both ILT and the Council. This investment must be targeted on key buildings in order to ensure that high quality public and leisure services are available for the community in Inverclyde and for visitors to our area.
- 4.6 Accordingly, Officers from the Council and ILT have been jointly developing an Asset Management Planning investment-led approach to key facilities for the future. This work is in hand following upon regular meetings with ILT Officers and it is intended to complete condition surveys of the major facilities by September 2019 so that an Asset Management Plan (with investment proposals) can be available for Council and for ILT Board consideration by the end of this year. It is intended to have the agreed Asset Management Plan approach available for the 2020/2023 budget planning period for purposes of future investment planning.
- 4.7 As part of this approach, ILT and Council Officers will be working to identify priorities and choices for future investment to be considered by the Council and the ILT Board. These proposals take into account the forecast budget pressures for the public sector in the medium term and options for consideration will be developed for Council and ILT approval.

5.0 WATERFRONT TRAINING POOL MOVEABLE FLOOR - PROPOSAL

- 5.1 The Waterfront Training Pool, as constructed in 1997, has a shallow end of 0.8m and a deep end of 2.0m. However, at the opening of the Waterfront facility, the Council decided to install a moveable floor with the primary aim to facilitate disabled access to the training pool so that when it is extended to its maximum height it can seamlessly match the surrounding walkway. Local swimming groups, such as the Otters, encouraged the installation of the moveable floor and provided valuable community support. Since the early installation of the moveable floor, the use of the dual shallow end thus facilitated by the moveable floor has increased the availability of children's swimming lessons by providing a depth of 0.8m at both ends of the pool. When it was functional, it was possible to lower the moveable floor to the 2.0m or so depth of the deep end on a daily (or indeed more frequent) basis as circumstances or needs arose throughout the normal day of the pool.
- 5.2 The moveable floor system is made of fibreglass reinforced polyester elements, with foam blocks used for buoyancy. The floor is securely attached via stainless steel cables and pulleys to the hydraulic cylinders which can set the floor to any desired height from 0m to 2.0m water depth. Two hydraulic cylinders are installed in a small plant room with an entrance in the pool hall.
- 5.3 The costs of the moveable floor and its installation amounted to £91,000 approx. This sum was grant-aided. Maintenance has been undertaken by ILT and its contractors over the years. However, the moveable floor has now reached the end of its useful life. One of the hydraulic cylinders has malfunctioned and regular adjustments to the pool depth cannot now be undertaken. The floor has therefore been set as shallow as part of its daily use by all members of the public.
- 5.4 The floor surface is beginning to blister and it will be necessary in the medium term to remove the entire moveable floor in order to ensure there is no risk whatsoever from any blistering to members of the public. On this basis, replacement or, at least, complete removal of the moveable floor will be required within the next two years or so.
- 5.5 On the malfunction, Officers from the Council engaged with ILT Officers in terms of the programme or options for addressing this problem. ILT are conscious of the need to provide public swimming provision over the course of the year and wish to tailor any replacement works into a period where Gourock Pool and Port Glasgow Pool can provide the availability of public swimming. Officers from the Council's Technical Services prepared tender documents for a "design build" service for specialist contractor/suppliers to tender for the replacement of the moveable floor. The anticipated budget for the works, following market testing, amount to up to

£250,000 for existing floor removal (£50,000) and new floor design, build, installation and fees (£200,000). There is a lead-in time for the commissioning of such specialist works. The Council is not obliged to provide a moveable floor for purposes of access to the training pool. All health and safety and equalities legislation provision is already made and are in situ at the training pool. The primary purpose of the moveable floor is to assist disabled access.

- 5.6 ILT recognise that there are various user groups which make use of the adaptability which the floating floor brings to the training pool but, by far, the major use of the raised floor is for increasing the pool's availability for swimming-lesson use. ILT's lessons programme includes the schools' swimming lessons and ILT delivers this as part of the educational curriculum. It is ILT's view that without the availability of the additional floating floor teaching area, this would inevitably lead to a reduction in the lessons programme which would result in fewer children being able to access swimming lessons in this coastal area. The lessons programme is comprised of:

Education: Schools' Swimming Lessons

- 5.7 ILT in partnership with the Council's Active Schools, co-ordinates and delivers swimming lessons to approximately 800 P4 children across Inverclyde. The versatility which the floating floor brings allows ILT to accommodate these numbers and if the floor were to be removed, these numbers would not be achieved. It is estimated by ILT that there would be a 65% reduction in participation of Active Schools lessons. If there were to be a significant impact on participation this could also result in a reduction of ILT swimming teachers.

ILT Swim School

- 5.8 ILT Swim School at the Waterfront delivers swimming lessons in the training pool for all ages and abilities ranging from babies through to the elderly. Currently, ILT caters for approximately 1,300 children and adults per week and this statistic would be materially adversely affected if the floor were to be removed with an estimated 56% reduction in participation. If there were to be such a significant impact in participation, this could also result in a reduction of ILT swimming teachers.
- 5.9 It is estimated by ILT that the reduction in the Active Schools lessons and the ILT Swim School would result in significant financial impacts yearly.
- 5.10 Options for the funding of the replacement floor have been reviewed by ILT. Following upon approaches to grant agencies, the Council has been advised that it is unlikely that any replacement would qualify for external grant by virtue of the original provision of grant assistance at the time of installation. There have been discussions to emphasise the life-expiry of the moveable floor and to enquire if even a period of removal would meet any eligibility criteria for future, new installation. At the present time, it does not seem that grant assistance is a viable route (but ILT through their community-sports based contacts may themselves be able to develop approaches for this in the future). Separately, discussions were undertaken with ILT in relation to the original aim of moveable floor provision as opposed to the current benefits that are achieved from learner-use. ILT acknowledge that the Council does not require to replace the moveable floor but any such decision not to install the floor, will have a significant impact on the funding streams of ILT and thus have an effect upon the management fee.
- 5.11 From these discussions, it is apparent that IL may be able to fund the replacement moveable floor from income and, on this basis, further discussions are in hand to review possible funding options (with consequent effects on the management fee) with the Council. The overall significant impact of £250,000 capital investment for the moveable floor needs to be incorporated within the Asset Management Plan investment-led approach referred to above. Officers of ILT and the Council are working jointly for this purpose.
- 5.12 Given the unrestricted use of the training pool for the general public, and the floor's present condition, it is not identified as being business-critical to remove the existing floor or to replace it this year. It is intended to develop the Asset Management Plan approach to investment and for ILT to explore income-stream funding for replacement in 2020. In this way, ILT are recognising that the moveable floor directly contributes to their income stream as opposed to the primary original purpose of disabled access.

- 5.13 The consequences of not replacing the floor this year have been assessed. ILT consider that there is no adverse impact on swimming provision for the general public. ILT accept that certain young swimmers may have to participate in external events in order to have experience of competition training and racing but this is a current and long standing feature of competitive training for mainstream youth swimmers. Additionally, it will be the case that any competitions that involve dive-entry into the pool will not take place this year and although that is certainly inconvenient to participants, it is not a critical cause of dissatisfaction or lack of provision. The proposal is that the moveable floor be considered for replacement on a phased basis by ILT (with Council support) in the course of 2020 to take account of the most convenient timeframe for alternative swimming provision.

6.0 OPTION APPRAISAL – TRAINING POOL MOVEABLE FLOOR

Status Quo

- 6.1
- This option exists for a maximum estimated period of two years.
 - The moveable floor surface is degrading and the entire floor will require to be removed for health and safety reasons within a period of two years approximately (or earlier if any surface blistering occurs).

Implications

- There is no present health and safety imperative to require the immediate removal of the floor.
- It is estimated there is at least two years' safe use of the floor (if any blistering were to occur, temporary repairs would be effected quickly and a programme for removal be brought forward, as required).
- The lack of a deep end adversely impacts on competitive swim training involving competitive dive entry.
- In swimming competitions for mainstream and other swimmers (and for training for these and preparing for competitions in other pools), entry by diving block is not possible with the moveable floor in its raised position.
- The pool cannot be used for competitive events meantime.
- These measures can be mitigated in the short term by liaison with local swimming clubs to ensure awareness and seek co-operation and ILT will liaise actively with these users.

Cost

- Nil pending health and safety removal £50,000.
- Continued income stream at current levels for ILT learning programme

Removal of Moveable Floor and Use of Pool with Shallow and Deep Ends

- 6.2
- The moveable floor can be replaced at any time within the next two years approximately.
 - Removal will be necessary because the surface is beginning to degrade and blistering will develop in the long term and health and safety removal will be required (if blistering develops earlier, temporary repairs will be effected and the programme for removal will be brought forward depending on safety for public access).

Implications

- There is no operational reason to require that the Council/ILT provide a moveable floor within the training pool.
- There is no equalities access issue in the absence of there being a moveable floor and there are suitable alternative means of equalities access to the training pool.
- It is feasible and operationally viable to have a pool with a deep end and a shallow end and this is a normal situation and indeed a feature of construction, in many training

pools world-wide.

- There is no adverse impact on users of the pool.
- Competitive events and competitive dive entry (and training for this) can resume with deep end diving access.
- ILT would seek to minimise as far as possible the impact of a deep end static floor and to support current pool operations as far as would be feasible for its many user groups.
- The ILT learner programme is impacted and this affects the overall funding of ILT and its management fee.

Costs

- The removal of the moveable floor will cost £50,000.
- ILT income streams will be adversely affected.

Replacement of Moveable Floor

- 6.3
- The replacement of the moveable floor will continue the existing high quality equalities access to the training pool and provide the flexibility for ILT learning programme use and also competitive events and training.

Implications

- The installation of the moveable floor was undertaken primarily to enhance equalities access to the pool and this will be promoted by a programme for replacement.
- The installation was originally grant aided and every opportunity will be undertaken by ILT to seek community support for this in the event that replacement is the preferred option.
- Replacement restores the daily/full flexibility of use of the pool for changing heights for access, for the ILT learning programme, for swimming competition and training and will enhance the pool for all users.
- The replacement continues the abilities of ILT to promote its learning programme and to secure income streams for the future.
- There is a continuation of the high quality access and environment at the Waterfront training pool.

Costs

- The costs for this option amount to £250,000 and have a lead-in time for ordering and installation.
- Any programme for installation would be tailored for periods where there is alternative provision for swimming availability at Gourrock Pool and Port Glasgow Pool.
- The costs for this option are significant and in the light of significant pressures on investment in the Waterfront Leisure Centre and on ILT managed facilities, the Asset Management Plan investment-led approach will provide a basis for ILT funding/Council budget decision in the course of 2019/20.

Conclusion

- 6.4
- ILT have indicated that they can deal with any maintenance issues in the interim. In addition, ILT are considering other potential funding routes including recognising that they derive considerable income (not necessarily net income) from the use of the moveable floor. A report providing an update on proposed action and funding will be submitted to the Education & Communities Committee before the end of 2019.

7.0 IMPLICATIONS

7.1 Finance

Financial Implications:

One off Costs

| Cost Centre | Budget Heading | Budget Years | Proposed Spend this Report | Virement From | Other Comments |
|-------------|----------------|--------------|----------------------------|---------------|----------------|
| | | | | | |

Annually Recurring Costs/ (Savings)

| Cost Centre | Budget Heading | With Effect from | Annual Net Impact | Virement From (If Applicable) | Other Comments |
|-------------|----------------|------------------|-------------------|-------------------------------|----------------|
| | | | | | |

7.2 Legal

There are no direct legal implications arising from this report.

7.3 Human Resources

There are no direct HR implications arising from this report.

7.4 Equalities

There is no direct effect upon equalities within this report.

(a) Has an Equality Impact Assessment been carried out?

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

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report’s recommendations reduce inequalities of outcome?

| | |
|---|--|
| | YES – A written statement showing how this report’s recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed. |
| X | NO |

7.5 Repopulation

There are no direct repopulation implications arising from this report.

8.0 CONSULTATIONS

8.1 The CMT has been consulted on this report and endorses its approach.

9.0 BACKGROUND PAPERS

9.1 None.

| | | | |
|-------------------------|---|--------------------|----------------------|
| Report To: | Policy & Resources Committee | Date: | 26 March 2019 |
| Report By: | Head of Legal & Property Services | Report No: | LP/042/19 |
| Contact Officer: | Andrew Greer | Contact No: | 01475 712498 |
| Subject: | Version Control and Naming Convention Guidance | | |

1.0 PURPOSE

1.1 The purpose of this report is to provide the Policy and Resources Committee with an overview of the proposed Version Control and Naming Convention Guidance (**Appendix 1**) and to seek the Committee's approval of this policy.

2.0 SUMMARY

2.1 The Council is currently implementing the Business Classification Scheme (BCS) with an implementation date of 31 March 2019. BCS describes what business activities the Council undertakes.

2.2 A key element of BCS is to add version and naming controls so that documents can be uniquely identifiable, and any changes that occur throughout the document's distribution can be tracked to help preserve its authenticity.

2.3 Therefore, the Information Governance Team (IGT) has produced Version Control and Naming Convention Guidance (**Appendix 1**) in order to assist the Council fulfil this requirement of BCS.

2.4 The Information Governance Steering Group, Extended Management Team and the Corporate Management Team have been consulted regarding this policy and their input has been incorporated into the Guidance.

3.0 RECOMMENDATION

That the Committee:

3.1 Considers the content of this report; and

3.2 Approves the Council's Version Control and Naming Convention Guidance.

Gerard Malone
Head of Legal and Property Services,

4.0 BACKGROUND

4.1 A BCS is a hierarchical representation of an organisation's business. It describes an organisation's business functions and activities, and the relationships between them. It usually takes the form of a hierarchical model or structure diagram. It records, at a given point in time, the information assets the business creates and maintains, and in which function or service area they are held. Having a BCS in place is a requirement under the Public Records Scotland Act 2011 and this element is built into the Council's Records Management Plan.

5.0 VERSION CONTROL AND NAMING CONVENTION GUIDANCE

5.1 As part of BCS, a corporate document naming and version control has been developed (**Appendix 1**) which will assist Services to manage their information more efficiently. This is an essential element of BCS and the Council's Records Management Plan. This Guidance will be good practice for employees to follow.

5.2 All documents within Inverclyde Council and Inverclyde HSCP, whether electronic or hard copy, need to be uniquely identifiable. In many instances, it is necessary to track the changes that occur to a document and record its distribution throughout the document's development and subsequent revision.

5.3 The Guidance composes of two parts. The first section is Version Control and the second section is Naming Convention. These are outlined as follows.

5.4 Version Control

5.5 Version Control is the management of multiple revisions of documents via the use of a Document Control Sheet and Version Numbering incorporated into each document name.

5.6 Version control is the process by which different versions of a document are managed.

This:

- Lets the Council tell one version of a document from another;
- Makes it clear which version is current;
- Provides the Council with an audit trail;
- Allows the Council to recreate the version of a document which was current at a previous time.

5.7 Naming Convention Guidance

5.8 The principle of naming conventions is to use standard rules that are applied to the naming of all documents, in order to enforce consistency. By implementing structured names to documents, it can support the following objectives:

- Facilitate better access to and retrieval of electronic documents;
- Allow sorting of documents in logical sequence (e.g. version number, date);
- Help users identify the documents they are looking for easily and also support the ability to recognise the content of a document from a file list;
- Help keep track of multiple versions of the document.

5.9 Without standard approaches to naming folders the context of the records held within the folder will be difficult to identify to anyone other than the creator.

5.10 The Information Governance Steering Group; the Extended Management Team and the Corporate Management Team have been consulted and their feedback has been incorporated into the Guidance.

5.11 The Guidance is in draft form and Policy & Resources Committee approval is required.

6.0 IMPLICATIONS

Finance

- 6.1 There are no direct financial implications at present, however, this may change during development of the project.

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 | | | | | |

Legal

- 6.2 The Version Control and Naming Convention Guidance will help the Council meet its requirements with BCS, which in turn will ensure that the Council's information processes are in line with legislative requirements, including the PRSA 2011, the Data Protection Act 2018, the General Data Protection Regulation, the Freedom of Information (Scotland) Act 2002 and the Environmental Information (Scotland) Regulations 2004.

Human Resources

- 6.3 There are no direct human resources implications arising from the project.

Equalities

- 6.4 There are no direct equalities implications arising from the project.

Repopulation

- 6.5 There are no direct repopulation implications arising from the project.

7.0 CONSULTATIONS

- 7.1 The Information Governance Steering Group has been consulted with the timescales for completion and the Version Control and Naming Guidance.

8.0 LIST OF BACKGROUND PAPERS

- 8.1 The Business Classification Scheme Guidance for Services.

Information Governance

VERSION CONTROL AND NAMING CONVENTION GUIDANCE

Version 0.01

Produced by: Information Governance Team July 2018
Inverclyde Council
Municipal Buildings
GREENOCK
PA15 1LX



**INVERCLYDE COUNCIL IS AN EQUAL OPPORTUNITIES EMPLOYER
THIS POLICY BOOKLET IS AVAILABLE ON REQUEST, IN LARGE PRINT, BRAILLE, ON
AUDIOTAPE, OR COMPUTER DISC.**

The Council would like to thank the NHS for permitting reuse of this document for Council purposes.

DOCUMENT CONTROL

| Document Responsibility | | |
|-----------------------------|--|-----------------------------|
| Name | Title | Service |
| Information Governance Team | Version Control & Naming Convention Guidance | Legal and Property Services |
| | | |

| Change History | | |
|----------------|------------|-------------|
| Version | Date | Comments |
| 0.01 | July 2018 | First Draft |
| 01.0 | March 2019 | Final Draft |

| Distribution | | |
|---|---------------|-------------------|
| Name/ Title | Date | Comments |
| Information Governance Steering Group, Extended Management Team and Corporate Management Team | February 2019 | Minor Amendments. |

Distribution may be made to others on request

| Policy Review | | | |
|---------------------------------|-------------|-----------------------------|---------------------------|
| Updating Frequency | Review Date | Person Responsible | Service |
| 3 years unless required earlier | 2020 | Information Governance Team | Legal & Property Services |

| Document Review & Approvals: this document requires the following approvals: | | | |
|--|-----------|---------------|---------------|
| Name | Action | Date | Communication |
| Information Steering Group GDPR Implementation Group | Consulted | <insert date> | Email |

Linked Documentation

(Documents that you have linked or referenced to in the text of this document)

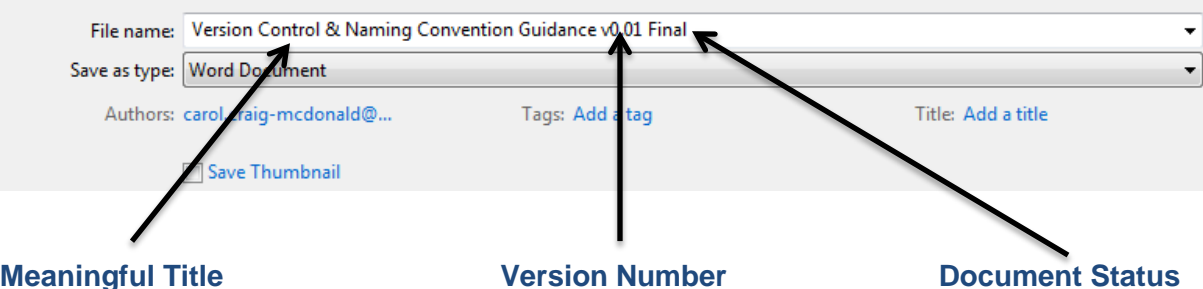
| Linked Documentation | |
|---|--------------------|
| <i>(Documents that you have linked or referenced to in the text of this document)</i> | |
| Document Title | Document File Path |
| | |

Copyright

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying or otherwise without the prior permission of Inverclyde Council.

CONTENTS

- 1. Introduction and purpose**
- 2. Version Control**
 - 2.1 What is document version control?**
 - 2.2 Why is version control important?**
 - 2.3 How to version control your document**
 - 2.4 Document control sheet**
 - 2.5 Version numbering**
 - 2.6 Document Management**
- 3 Naming conventions**
 - 3.1 What are name conventions?**
 - 3.2 Why use naming convention rules?**
 - 3.3 Naming Convention Rules**
- 4 Further guidance**

| | |
|-----|---|
| 1. | <p>INTRODUCTION AND PURPOSE</p> <p>This guidance is a best practice guide for all Inverclyde Council and Inverclyde Health and Social Care Partnership (HSCP) employees. It provides advice and guidance on both the naming of electronic documents and folders in a networked environment, such as the Business Classification Scheme or relevant Electronic Document Records Management System (EDRMS), and the management of documents with multiple versions.</p> |
| 2. | <p>VERSION CONTROL</p> |
| 2.1 | <p>What is Document Version control?</p> |
| | <p>All documents within Inverclyde Council and Inverclyde HSCP, whether electronic or hard copy, need to be uniquely identifiable. In many instances, it is necessary to track the changes that occur to a document and record its distribution throughout the documents development and subsequent revision.</p> <p>Version Control is the management of multiple revisions of documents via the use of a Document Control Sheet and Version Numbering incorporated into each document name.</p> <p>Version control is the process by which different versions of a document are managed.</p> <p>This:</p> <ul style="list-style-type: none"> • Lets the Council tell one version of a document from another; • Makes it clear which version is current, • Provides the Council with an audit trail; • Allows the Council to recreate the version of a document which was current at a previous time |
| |  <p>Meaningful Title Version Number Document Status</p> <p>Figure 1: Example of Version Numbering</p> |

| | |
|------------|---|
| 2.2 | Why is Version Control Important? |
| | <p>Version control should be used when developing policies, procedures or publications, or for any other document which will have contributions from more than one author or which will continue to change and evolve. Version control is very straightforward and can be used any time where more than one version of a document exists.</p> <p>Policy, procedure and guidelines within Inverclyde Council and Inverclyde HSCP go through various iterations before being endorsed and approved for distribution, and once published will often be amended and re-released a number of times. By ensuring that version control is used on all documents, it will assist in providing an audit trail for future tracking of document development. Version control helps to preserve the authenticity of a document/record and ensures one version can easily be distinguished from any subsequent versions.</p> <p>Knowing which version of a document you are looking at is important if you are trying to find out which version of a policy is currently in force, or which version of a policy was in use at a particular time.</p> <p>Version control is also important if you are working on a collaborative document with a number of contributors and/or frequent revisions, for example a policy document.</p> |
| 2.3 | How to version Control your Document |
| | <p>There are two techniques used within Inverclyde Council and Inverclyde HSCP to ensure appropriate version control management of your documents.</p> <ul style="list-style-type: none"> • Document Control Sheet • Version Numbering |
| 2.4 | Document Control Sheet |
| | <p>The document control sheet is vital for documents that undergo revision and redrafting. This is particularly important for electronic documents because they can easily be changed by a number of different users, and those changes may not be immediately apparent. It will allow you to keep track of what changes were made to a document, when and by whom.</p> <p>The Document Control Sheet should be updated each time a change is made to the document, with answers to the following questions:</p> <ul style="list-style-type: none"> • What is the new version number? • What was the purpose of the change, or what was the change? • Who made the change? • When was the change made? |

EXAMPLE: Document Control Sheet

| Document Responsibility | | |
|--------------------------------------|--|---|
| Name | Title | Service |
| Title of Head of with responsibility | Version Control & Naming Convention Guidance | Legal & Property Services, Information Governance |
| | | |

| Change History | | |
|-----------------------|-------------|--|
| Version | Date | Comments |
| 0.01 | 20 July | Policy and procedure being created for version control & naming convention of records. |
| | | |
| | | |

| Distribution | | |
|---|-------------|---|
| Name/ Title | Date | Comments |
| Name and Titles of individuals who have been distributed the document | | Any relevant comments for them to note. |
| | | |

Distribution may be made to others on request

| Policy Review | | | |
|---------------------------------|--------------------|--------------------------------|----------------------------|
| Updating Frequency | Review Date | Person Responsible | Service |
| 3 years unless required earlier | 2020 | Information Governance Officer | Legal & Property Services, |

| Document Review & Approvals: this document requires the following approvals: | | | |
|---|---------------|---------------|----------------------|
| Name | Action | Date | Communication |
| Information Steering Group GDPR Implementation Group | Consulted | <insert date> | Email |

| Linked Documentation | |
|---|---------------------------|
| <i>(Documents that you have linked or referenced to in the text of this document)</i> | |
| Document Title | Document File Path |
| | |

2.5 Version Numbering

The Version numbering system to be used within Inverclyde Council and HSCP is the system that is based on the use of version numbers with points to reflect major and minor changes to a document.

The version number of a document in a draft format will start at 0.1 reflecting its draft status and then progress through revision by incrementing the number to the right of the point. The version number will convert to 01.0 upon the document/record receiving all required approvals and deemed ready for publishing.

For example a document with the version number 0.1 is in draft format. When the document has been approved and authorised ready for publishing the version number will start at 01.0, and the number will only be modified after the first minor amendment to then become 01.1. Each major revision to the document will result in the number to the left of the point incrementing by one and the number to the right of the point will return to zero 02.0

Examples of version control in action:

| | |
|--------------|---|
| Version 0.1 | Draft |
| Version 01.0 | Final version following all approvals and deemed ready to publish |
| Version 01.1 | Final version (taken through approval process) Minor change required to the final version therefore the number to the right of the decimal point has moved up to the next sequential number. |
| Version 02.0 | Final version (taken through approval process) Major changes made to version 01.1 as part of the annual review of the policy with significant changes being made to the policy and going through |
| Version 03.5 | A version number on a document of 03.5 would reflect that there had been two major changes and five minor revisions to the document since it was last reviewed. Therefore indicating that the document has been kept current and reviewed on a regular basis. |

The benefit of version control is to provide the reader with detailed information about the document which is easily accessible.. If the version number of the document is 01.0 then you know that there have been no changes since the document was authorised and published. A version number on a document of 03.5 (as per the example above) would reflect that there had been two major changes and five minor revisions to the document since it was created. The version number should always be displayed clearly on the front cover of the document.

An example of version control information in a structured title is :

Document name <space>version number<space>(Draft/Final/Review).extension

Example: **Managing electronic documents v04.0 (draft).doc**

2.6 Document Management

It is important to maintain the accuracy, authenticity and currency of a document. As well as adopting the version control system outline above, it is also good practice to:

| | |
|-----|--|
| | <ul style="list-style-type: none"> • Agree where it is to be stored – where, and on which shared drive the document will reside, for example, the Business Classification Scheme or the Electronic Documents Records Management System where deployed; • Consider retention and disposal – all records should be held as per the Council’s Retention Policy; • • Have clear naming conventions – names must be consistent and useful and will be explored in detail below. <p>The Information Governance team can advise further on these issues if required.</p> |
| | |
| 3 | NAMING CONVENTIONS |
| | |
| 3.1 | What are Naming Conventions? |
| | <p>The principle of naming conventions is to use standard rules that are applied to the naming of all documents, in order to enforce consistency . By implementing structured names to documents, it can support the following objectives:</p> <ul style="list-style-type: none"> • Facilitate better access to and retrieval of electronic documents; • Allow sorting of documents in logical sequence (e.g. version number, date); • Help users identify the documents they are looking for easily and also support the ability to recognise the content of a document from a file list; • Help keep track of multiple versions of the document. <p>The rules for the naming of documents and electronic folders should be kept as simple and clear as possible. Without standard approaches to naming folders the context of the records held within the folder becomes meaningless to anyone other than the creator. It is preferable to compromise on a broader approach that can be clearly understood and remembered by users, rather than a more detailed and sophisticated structure that is less likely to be used in actual practice.</p> |
| | |
| 3.2 | Why use Naming Conventions? |
| | <p>Naming records consistently, logically and in a predictable way will help to distinguish similar records from one another at a glance, and by doing so will help facilitate the storage and retrieval of records. This will enable users to browse file names more effectively and efficiently.</p> |
| | |
| 3.3 | Naming Convention Rules |
| | <p>Rule 1: Keep file names short but meaningful</p> <p>Folders and file names should be kept as short as possible while also being relevant. The use of long file names can increase the likelihood of error, and also are often more difficult to remember and recognise. Although it must be remembered that the best practice is to avoid using abbreviations and codes that are not commonly understood.</p> |

Make the name of a folder or document descriptive of its content or purpose, always ensuring that the title contain enough information for anyone else to identify it. A title, taken together with the folder path, should act as a summary of the document's contents.

| | | |
|-------------|---|--|
| File Name | ✓ | ✗ |
| | Policy Resources Cttee Agenda.doc | <i>The Policy and Resources Committee Agenda word document.doc</i> |
| Explanation | Some words add length to a file name but do not contribute towards the meaning. For example words like “the”, “a” and “and”. Where the remaining file name is still meaningful within the context of the file directory these elements can be removed, Sometimes words have standard abbreviations e.g. “cttee” is a standard abbreviation for “committee”; where this is the case the standard abbreviation can be used. | |

Rule 2: Avoid unnecessary repetition in file names

If possible avoid repetition in file names, as this increases the length of the file name and file path, which is incompatible with rule 1.

Do not include the format of a document in the title. For example don't name it “Word document” or “Excel spreadsheet” because this information can be seen from the file extension or suffix.

| | | |
|-------------|---|---|
| File Name | ✓ | ✗ |
| | /.../Information Governance Steering Group/Minutes 2018- 6-30.doc /.../Procedures/Appeals.doc | /.../Information Governance Steering Group/ Minutes 2018-6-30 Steering Group minutes word.doc /.../Procedures/Appeals procedures.doc |
| Explanation | In the first example the folder is called “Information Governance Steering Group” so it is not necessary to include the term “Steering Group” in the file name because all the records in that folder should be Steering Group records. In the second example the folder is called “Procedures” so it is not necessary to include the word “procedures” in the file name because all the records in that folder are procedure records. | |

Rule 3 : Leave spaces between words – don't run them together or use underscores

Using plain English with spaces between words makes the titles of documents easier to read and search for.

| | | |
|-------------|--|-------------------------------------|
| File Name | ✓ | ✗ |
| | Risk Management.doc | Riskmgmt.doc Risk_management.doc |
| Explanation | Using space between words makes the file name more readily recognisable. | |

Rule 4: When including a number in a file name always give it as a two digit number, unless it is a year or another number with more than two digits.

The file directory displays file names in alphanumeric order. To maintain the numeric order when file names include numbers it is important to include zero for number 0-9. This helps to retrieve the latest record number.

| | | |
|-------------|---|--|
| File Name | <p style="text-align: center;">✓</p> <p>Office Procedures V01 Office Procedures V02 Office Procedures V03 Office Procedures V04 Office Procedures V05 Office Procedures V06 Office Procedures V07 Office Procedures V08 Office Procedures V09 Office Procedures V10 Office Procedures V11</p> <p>(Ordered alphanumerically as the files would be in a directory list)</p> | <p style="text-align: center;">✗</p> <p>Office Procedures V1 Office Procedures V10 Office Procedures V11 Office Procedures V2 Office Procedures V3 Office Procedures V4 Office Procedures V5 Office Procedures V6 Office Procedures V7 Office Procedures V8 Office Procedures V9</p> <p>(Ordered alphanumerically as the files would be in a directory list)</p> |
| Explanation | This example shows the successive versions of an office procedures document. If two-digit numbers are used the latest version will always be at the bottom of the list when ranked in ascending order. | |

Rule 5: If using a date in the file name always state the date 'back to front', and use four digit years, two digit months and two digit days: YYYY-MM-DD

Giving the dates back to front means that the chronological order of records is maintained when the file names are listed in the file directory. This helps when trying to retrieve the latest record. It also complies with the International Standard for recognising dates, ISO 8601

| | | |
|-------------|--|---|
| File Name | <p style="text-align: center;">✓</p> <p>2017-03-24 Agenda.doc 2017-03-24 Minutes.doc 2017-03-24 Paper A.doc 2018-02-01 Agenda.doc 2018-02-01 Minutes.doc</p> <p>(Ordered alphanumerically as the files would be in the directory list)</p> | <p style="text-align: center;">✗</p> <p>1 Feb 2018 Agenda.doc 1 Feb 2018 Minutes.doc 24 March 2017 Agenda.doc 24 March 2017 Minutes.doc 24 March 2017 Paper A.doc</p> <p>(Ordered alphanumerically as the files would be in the directory list)</p> |
| Explanation | This example shows the minutes and papers of a committee. By stating the year 'back to front' the minutes and papers from the most recent meeting appear at the bottom of the directory list | |

Rule 6: Avoid using common words such as 'draft' or 'letter' at the start of file names.

Avoid using common words such as 'draft' or 'letter' at the start of file names, or all of those records will appear together in the file directory, making it more difficult to retrieve the records that you are looking for.

| | | |
|---|--|---|
| <p>File Name</p> | <p style="text-align: center;">✓</p> <p> /.../Publicity/ Advertising V01 (Final).doc Advertising V05 (Final).doc Budget Report 2002-2003 V20 (Final).doc Budget Report 2003-2004 V15 (Final).doc Grant S 2004-03-12.doc Office Procedures V10 (Final).doc Thomas A 2003-12-05.doc (Ordered alphanumerically as the files would be in the directory list) </p> | <p style="text-align: center;">x</p> <p> /.../Publicity/ Final Advertising.doc Draft Budget Report 2003-2004.doc Final Office Procedures.doc Final Advertising.doc Final Budget Report 2002-2003.doc Letter A Thomas.doc Letter S Grant.doc (Ordered alphanumerically as the files would be in the directory list) </p> |
| <p>Explanation</p> | <p>The file directory will list files in alphanumeric order. This means that all records with file names starting “Draft” will be listed together. When retrieving files it will be more useful to find the draft budget report next to the previous year’s budget, rather than next to an unrelated draft record.</p> | |
| <p>Rule 7: the version number of a record should be indicated in its file name by the inclusion of the ‘v’ followed by the version number and, where applicable, ‘draft’, ‘final’ or ‘review’.</p> | | |
| <p>Some records go through a number of versions, for example, they start out as working drafts, become consultation drafts and finish with final draft, which may be reviewed and updated at a later date. It is important to be able to differentiate between these various drafts. The version number should always appear in the file name of the record so that the most recent version can be easily identified and retrieved.</p> | | |
| <p>File Name</p> | <p style="text-align: center;">✓</p> <p> Workforce Model 2017-2018 V03.1 (Review).htm Workforce Model 2017-2018 V04 (Final).htm Organisation Hierarchy 2016 V02.xls Organisation Hierarchy 2016 V03.xls Organisation Hierarchy 2016 V04.xls </p> | <p style="text-align: center;">x</p> <p> Workforce Model 1718_draftv3.htm Workforce Model 1718_finalv4.htm Org_Hier_2016_v2.xls Org_Hier_2016_v3.xls Org_Hier_2016_v4.xls </p> |
| <p>Explanation</p> | <p>The first example shows two versions of the workforce model for 2017-2018, version 03.1 is a draft version and version 04 is the final version. The covering years are given in four-digit format. The version number is given with two digits so that the versions will appear in numeric order.</p> <p>The second example shows a number of versions of the organisation hierarchy for 2016. In this case none of the versions are marked as draft or final because the nature of the record means that ‘draft’ and ‘final’ are not applicable.</p> | |
| <p>4</p> | <p>Where to find further guidance</p> | |
| <p>If you require further guidance regarding guidelines or any other Corporate Records Management issue please contact the Information Governance Team at dataprotection@inverclyde.gov.uk or by telephone on 01475 712498 or 712725.</p> | | |

| | | | |
|-------------------------|--|--------------------|----------------------|
| Report To: | Policy & Resources Committee | Date: | 26 March 2019 |
| Report By: | Head of Legal & Property Services | Report No: | LP/043/19 |
| Contact Officer: | Andrew Greer | Contact No: | 01475 712498 |
| Subject: | Data Protection Impact Assessment Guidance and Template | | |

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Policy & Resources Committee with an overview of the Data Protection Impact Assessment Guidance and Template (DPIA) (**Appendix 1**) and to seek the Committee's approval of this policy.

2.0 SUMMARY

- 2.1 The General Data Protection Regulation (GDPR) came into effect on 25 May 2018.
- 2.2 Article 35 of the GDPR introduces Data Protection Impact Assessments (DPIAs). A DPIA is a legal requirement where the processing may result in a high risk to the rights and freedoms of individuals.
- 2.3 Therefore, the Information Governance Team has developed DPIA Guidance and Template (**Appendix 1**) in order to assist the Council to comply with this legal obligation under GDPR.
- 2.4 The GDPR Implementation Group, Extended Management Team and the Corporate Management Team have been consulted regarding this policy and their input has been incorporated into the Guidance.

3.0 RECOMMENDATIONS

That the Committee

- 3.1 Considers the content of this report; and
- 3.2 Approves the Council's DPIA Guidance and Template.

Gerard Malone
Head of Legal & Property Services

4.0 BACKGROUND

- 4.1 The General Data Protection Regulation (GDPR) came into effect on 25 May 2018. Article 35 of the GDPR introduces Data Protection Impact Assessments (DPIAs).
- 4.2 A DPIA is a legal requirement for any type of processing, including certain specified types of processing, that is likely to result in a high risk to the rights and freedoms of individuals, for example, the introduction of a new CCTV system; open floor working environment; a new IT system for HSCP. Therefore, the Information Governance Team has developed the DPIA Guidance and Template (**Appendix 1**) which will assist the Council meet this legal obligation.
- 4.3 DPIAs will help the Council identify, assess and mitigate or minimise privacy risks with data processing activities. DPIAs are also particularly relevant when a new project, plan, data processing process, system or technology is being introduced.
- 4.4 DPIAs will help to ensure that potential problems are identified at an early stage, when addressing them will often be simpler and less costly. They do not have to eradicate all risks, but should help the Council to minimise and determine whether or not the level of risk is acceptable in the circumstances, taking into account the benefits of what the Council wants to achieve. DPIAs support the accountability principle of the GDPR. They will help the Council demonstrate that appropriate measures have been taken to ensure compliance.
- 4.5 Failure to adequately conduct a DPIA where appropriate is a breach of the GDPR and could lead to substantial fines.
- 4.6 The Committee Report Template will be amended to reflect DPIA. Officers will indicate in their reports when a DPIA has been completed and attach a copy of the report for reference.
- 4.7 Training has been delivered to key contacts within Services. This took place on 28 September 2018 and 16 January 2019.
- 4.8 The GDPR Implementation Group, the Extended Management Team and the Corporate Management Team have been consulted and their feedback has been incorporated into the Guidance.
- 4.9 The DPIA Guidance and Template is in draft form and Policy & Resources Committee approval is required.

5.0 IMPLICATIONS

5.1 Finance

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

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

5.2 Legal

The Council requires to take the steps as identified in this report to comply with the General Data Protection Regulation.

5.3 Human Resources

There are no direct HR implications on this report.

5.4 Equalities

There is no direct effect upon equalities within this report.

(a) Has an Equality Impact Assessment been carried out?

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

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

| | |
|---|--|
| | YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed. |
| X | NO |

5.5 Repopulation

There is no implication for repopulation within Inverclyde.

6.0 BACKGROUND PAPERS

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

***Information Governance and Management
Framework***

***Data Protection Impact Assessment (DPIA)
Guidance***

Version 1.0

*Produced by:
Information Governance Team
Inverclyde Council
Municipal Buildings
GREENOCK
PA15 1LX*

July 2018



**INVERCLYDE COUNCIL IS AN EQUAL OPPORTUNITIES EMPLOYER
THIS POLICY BOOKLET IS AVAILABLE ON REQUEST, IN LARGE PRINT, BRAILLE, ON
AUDIOTAPE, OR COMPUTER DISC.**

DOCUMENT CONTROL

| Document Responsibility | | |
|-------------------------|---|-----------------------------|
| Name | Title | Service |
| Data Protection Officer | Data Protection Impact Assessment (DPIA) Guidance | Legal and Property Services |
| | | |

| Change History | | |
|----------------|------------|---|
| Version | Date | Comments |
| 1.0 | July 2018 | Draft Guidance |
| 1.2 | March 2019 | Changes made following consultation period. |
| | | |
| | | |
| | | |
| | | |

| Distribution | | |
|---------------------------|---------------|------------------|
| Name/ Title | Date | Comments |
| GDPR Implementation Group | August 2018 | Minor amendments |
| EMT and CMT | February 2019 | Minor amendments |
| | | |
| | | |

Distribution may be made to others on request

| Policy Review | | |
|---------------|-----------------------------|-----------------------------|
| Review Date | Person Responsible | Service |
| March 2020 | Information Governance Team | Legal and Property Services |

Copyright

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying or otherwise without the prior permission of Inverclyde Council.

CONTENTS

1. What is a Data Protection Impact Assessment (DPIA)?
2. What do we need to be aware of before completing a DPIA?
3. Why do we need to carry out a DPIA?
4. When do we need to do a DPIA?
5. Who should carry out a DPIA?
6. Process for DPIA
 - Step 1: How do we decide whether to do a DPIA?
 - Step 2: How do we describe the processing?
 - Step 3: Consultation Process
 - Step 4: How do we assess necessity and proportionality?
 - Step 5: How do we identify and assess risks?
 - Step 6: How do we identify mitigating measures?
 - Step 7: How do we conclude our DPIA?
7. What do we do once a DPIA has been completed?

Appendix 1: Data Protection Impact Assessment Screening Questions

Appendix 2: Data Protection Impact Assessment Template

Appendix 3: Checklist

1. What is a DPIA?

Data protection impact assessments (DPIAs) will help the Council identify, assess and mitigate or minimise privacy risks with data processing activities. DPIAs are mandatory where the processing may result in **a high risk to the rights and freedoms of individuals**. DPIAs are also particularly relevant when a new project, plan, data processing process, system or technology is being introduced.

The DPIA will help to ensure that potential problems are identified at an early stage, when addressing them will often be simpler and less costly.

They do not have to eradicate all risks, but should help the Council to minimise and determine whether or not the level of risk is acceptable in the circumstances, taking into account the benefits of what you want to achieve.

2. What do we need to be aware of before completing a DPIA?

In order to carry out an effective DPIA, it would assist if you have:

- 1) [Read the GDPR Employee Guide](#)
- 2) Completed the GDPR e-learning module on Brightwave
- 3) [Read the Information Sharing Protocol](#)
- 4) Read the [Data Protection Policy](#).
- 5) Read and understood this guidance and completed any training/e-learning course once available.

3. Why do we need to carry out a DPIA?

DPIAs support the accountability principle of the General Data Protection Regulation (GDPR). They will help the Council demonstrate that appropriate measures have been taken to ensure compliance.

A DPIA is a legal requirement for any type of processing, including certain specified types of processing, that is likely to result **in a high risk to the rights and freedoms of individuals**.

Failure to adequately conduct a DPIA where appropriate is a breach of the GDPR and could lead to substantial fines.

A DPIA will also assist in:

- Identifying and managing risks at an early stage;
- Avoiding unnecessary costs;
- Avoiding inadequate solutions;
- Avoiding enforcement action by the data subjects and/or the Information Commissioner;
- Avoiding loss of trust and reputation;
- Meeting the legal requirements in relation to privacy and reassuring the public that the Council have complied with the legislation;
- Improve transparency and make it easier for the public to understand how and why their information is being used;
- In some cases, it allows the individual to have an input.

4. When do we need to carry out a DPIA?

A DPIA must be carried before any type of processing personal data which is likely to result in a high risk to the rights and freedoms of individuals.

Answering the screening questions in Appendix 1 of this document should help you identify the need for a DPIA at an early stage of your project, which can then be built into your project management or other business process.

Even if there is no specific indication of likely high risk, it is good practice to do a DPIA for any major new project involving the use of personal data.

5. Who should carry out a DPIA?

It is the responsibility of the Service which holds the relevant information and is proposing the new use of the personal data or the changes to an existing processing system to carry out a DPIA.

The Council's DPO is prohibited under GDPR to complete the DPIA as this would be a conflict of interest. However, the DPO can assist and must be consulted.

6. Process for DPIA

Step 1: How do we decide whether to do a DPIA?

- Answer the screening questions in Appendix 1 to identify a proposal's potential impact on privacy.
- Begin to think about how project management activity can address privacy issues.
- Start discussing privacy issues with stakeholders.
- If you have any major project which involves the use of personal data it is good practice to carry out a DPIA.

If you carry out this screening exercise and decide that you do not need to do a DPIA, you should document your decision and the reasons for it, including your DPO's advice.

Step 2: How do we describe the processing?

- Explain how information will be obtained, used and retained – there may be several options to consider. This step can be based on, or form part of, a wider project plan.
- This process can help to identify potential 'function creep' – unforeseen or unintended uses of the data (for example data sharing).

Step 3: Consultation Process

- You should seek the views of individuals unless there is a good reason not to.
- If you don't seek views of the individuals, then you must record why you didn't.

- If you use a data processor, you may need to ask them for information and assistance. Your contracts with processors should require them to assist.
- You should consult all relevant and internal stakeholders.
- You may wish to consult ICT, Legal & Property Services and the Information Governance Team.
- A decision on whether you may wish to consult the ICO can be determined at the end of the process.

Step 4: Assessing necessity and proportionality

- Do your plans help to achieve your purpose?
- Is there any other reasonable way to achieve the same result?

Step 5: How do we identify and assess risks?

- Record the risks to individuals, including possible intrusions on privacy where appropriate.
- Assess the corporate risks, including regulatory action, reputational damage and loss of public trust.
- Conduct a compliance check against GDPR and other relevant legislation.
- Maintain a record of the identified risks.

Consider whether the processing could possibly contribute to:

- Inability to exercise rights;
- Inability to access services or opportunities;
- Loss of control over the use of personal data;
- Discrimination;
- Identity theft or fraud;
- Financial loss;
- Reputational damage;
- Physical harm;
- Loss of confidentiality;

- Re-identification of pseudonymised data; or
- Any other significant economic or social disadvantage.

Step 6: How do we identify mitigating measures?

- Devise ways to reduce or eliminate privacy risks.
- Assess the costs and benefits of each approach, looking at the impact on privacy and the effect on the project outcomes.

In reducing risks, you may wish to consider:

- Deciding not to collect certain types of data;
- Reducing the scope of the processing;
- Reducing retention periods;
- Taking additional technological security measures;
- Training to staff to ensure risks are anticipated and managed;
- Anonymising or pseudonymising data where possible;
- Writing internal guidance or processes to avoid risks;
- Using a different technology;
- Putting clear data sharing agreements into place;

Step 7: How do we conclude our DPIA?

- The DPO must be consulted and give a summary of their advice.
- The relevant Head of Service must sign the DPIA.
- Attach all relevant documents used in completing DPIA.
- Consult the ICO if there is still a high risk which cannot be mitigated.

7. What do we do once a DPIA has been completed?

Ensure that the steps recommended by the DPIA are implemented.

Continue to use the DPIA throughout the project lifecycle when appropriate.

All signed DPIAs, must be copied to the DPO who will arrange for them to be recorded in the Register of Completed DPIAs. You must also ensure that the Service Information Asset Register is updated where appropriate, eg, where there is new information asset.

Further advice and assistance

The ICO has published guidance at - <https://ico.org.uk/for-organisations/guide-to-the-general-data-protection-regulation-gdpr/data-protection-impact-assessments-dpias/>

The Council's Data Protection Officer is Andrew Greer and can be contacted at andrew.greer@inverclyde.gov.uk or by telephone on 01475 712498.

The Information Governance and Complaints Officer is Carol Craig McDonald and can be contacted carol.craig-mcdonald@inverclyde.gov.uk or by telephone on 01475 712725.

Appendix 1

Data Protection Impact Assessment Screening Questions

The GDPR states that the Council must carry out a DPIA if it plans to:

- Systematically monitor a public place on a large scale by for example, installing CCTV cameras;
- Use new technologies, process biometric data (eg fingerprints, facial recognition, retinal scans) and geometric data (an individual's gene sequence);
- Process sensitive personal data or criminal offence data on a large scale;
- Use systematic and extensive profiling with significant effects;
- Match data or combine data sets from different sources;
- Process personal data without providing a privacy notice directly to an individual;
- Profile children or target services at them;
- Process personal data that might endanger an individual's health or safety in the event of a security breach.

The following questions will help you decide whether a DPIA is necessary. Answering "yes" to any of these questions is an indication that a DPIA would be a useful exercise. It will ultimately be for the Service to decide whether a DPIA is required, however, if you are uncertain, then the Information Governance Team can offer assistance.

Please tick all that apply.

- Will the proposed processing operation involve the collection of new information about individuals?
- Will the proposed processing operation compel individuals to provide information about them?
- Will information about individuals be disclosed, as part of the proposal, to organisations or people who have not previously had routine access to the information?

- As part of the proposal, are you using information about individuals for a purpose it is not currently used for, or in a way it is not currently used?
- Does part of the proposed processing operation involve using new technology which might be perceived as being privacy intrusive? For example, the use of technology that would make the gathering of information about a person easier to find and gather together (particular where moving from paper records to searchable electronic systems) and the use of biometrics or facial recognition.
- Will the processing operation result in you making decisions or taking action against individuals in ways which can have a significant impact upon them?
- Is the information about individuals of a kind particularly likely to raise privacy concerns or expectations? For example, health records, criminal records or other information that people would consider to be particularly private.
- Will the processing operation require you to contact individuals in ways they may find intrusive?
- Does part of the proposed changes to the processing operation involve using new or alternate technology? For example, changing the software supplier and so the software involved in the processing operation?

Appendix 2: Data Protection Impact Assessment Template

Step 1: Identify the need for a DPIA

- 1.1 Explain briefly what project aims to achieve and what type of processing it involves. Refer to links to other documents, such as a project proposal, where applicable.
- 1.2 Summarise why you identified the need for a DPIA, or if the decision is not to complete a DPIA document the reasons why.

Step 2: Describe the processing

Describe the nature of the processing:

- 2.1 How will you collect, use, store and delete data?
- 2.2 What is the source of the data?
- 2.3 Will you be sharing data with anyone?
- 2.4 You might find it useful to refer to a flow diagram or other way of describing data flows.
- 2.5 What types of processing identified as likely high risk are involved?

Describe the scope of the processing:

- 2.6 What is the nature of the data, and does it include special category or criminal offence data?
- 2.7 How much data will you be collecting and using?
- 2.8 How often?
- 2.9 How long will you keep it?
- 2.10 How many individuals are affected?
- 2.11 What geographical area does it cover?

Describe the context of the processing:

- 2.12 What is the nature of Inverclyde Council's relationship with the individuals?
- 2.13 How much control will they have?
- 2.14 Would they expect you to use their data in this way?
- 2.15 Do they include children or other vulnerable groups?
- 2.16 Are there prior concerns over this type of processing or security flaws?
- 2.17 Is it novel in any way?
- 2.18 What is the current state of technology in this area?
- 2.19 Are there any current issues of public concern that you should factor in?
- 2.20 Are you signed up to any approved code of conduct or certification scheme (once any have been approved)?

Describe the purposes of the processing:

- 2.21 What do you want to achieve?
- 2.22 What is the intended effect on individuals?
- 2.23 What are the benefits of the processing – for Inverclyde Council, and more broadly?

Step 3: Consultation process

Consider how to consult with relevant stakeholders:

- 3.1 Describe when and how you will seek individuals' views – or justify why it's not appropriate to do so.
- 3.2 Who else do you need to involve within Inverclyde Council?
- 3.3 Do you need to ask our processors to assist?
- 3.4 Do you plan to consult information security experts, or any other experts?

Blank area for notes or responses to Step 3 questions.

Step 4: Assess necessity and proportionality

Describe compliance and proportionality measures, in particular:

- 4.1 What is the lawful basis for processing?
- 4.2 Does the processing actually achieve the purpose?
- 4.3 Is there another way to achieve the same outcome?
- 4.4 How will you prevent function creep?
- 4.5 How will you ensure data quality and data minimisation?
- 4.6 What information will you give individuals?
- 4.7 How will you help to support their rights?
- 4.8 What measures do you take to ensure processors comply?
- 4.9 How do you safeguard any international transfers?

Blank area for notes or responses to Step 4 questions.

Step 5: Identify and assess risks

| Describe source of risk and nature of potential impact on individuals. Include associated compliance and corporate risks as necessary. | Likelihood of harm (Remote, possible or probable) | Severity of harm (Minimal, significant or severe) | Overall risk (Low, medium or high) |
|--|--|--|---------------------------------------|
| | | | |

Step 6: Identify measures to reduce risk

| Identify additional measures you could take to reduce or eliminate risks identified as medium or high risk in step 5 | | | | |
|--|-------------------------------------|---|------------------------------------|------------------------------|
| Risk | Options to reduce or eliminate risk | Effect on risk (Eliminated reduced accepted) | Residual risk (Low medium high) | Measure approved (Yes/no) |
| | | | | |

Step 7: Sign off and record outcomes

| Item | Name/date | Notes |
|--------------------------------------|-----------|---|
| Measures approved by: | | Integrate actions back into project plan, with date and responsibility for completion |
| Residual risks approved by: | | If accepting any residual high risk, consult the ICO before going ahead |
| DPO advice provided: | | DPO should advise on compliance, step 6 measures and whether processing can proceed |
| Summary of DPO advice: | | |
| DPO advice accepted or overruled by: | | If overruled, you must explain your reasons |
| Comments: | | |
| Consultation responses reviewed by: | | If your decision departs from individuals' views, you must explain your reasons |
| Summary of Consultation: | | |
| This DPIA will kept under review by: | | The DPO should also review ongoing compliance with DPIA |

Appendix 3: Checklist

This section sets down the matters that you must include in relation to the undertaking of a data protection impact assessment in relation to this principle. Once you have completed the actions, you can tick the appropriate box to show that you have done so. Answering these questions during the DPIA process will help identify where there is a risk that the project will fail to comply with GDPR.

| |
|--|
| 1st Principle: The lawfulness, fairness and transparency principle |
| <input type="checkbox"/> Have you identified all of the personal data or special category data involved in the project? |
| <input type="checkbox"/> Have you identified all of the uses of the information involved, bearing in mind that there could be a number of uses for the same information – this includes the sharing of or giving access to any personal data or special category data? |
| <input type="checkbox"/> Have you identified the purpose of the project? |
| <input type="checkbox"/> How will individuals be told about the use of their personal data? |
| <input type="checkbox"/> Do you need to amend your privacy notices? |
| <input type="checkbox"/> Have you established which conditions for processing apply? |
| <input type="checkbox"/> If you are relying on consent to process personal data, how will this be collected and what will you do if it is withheld or withdrawn? |
| <input type="checkbox"/> Have you identified the social need and aims of the project? |
| <input type="checkbox"/> Are your actions a proportionate response to the social need? |
| 2nd Principle: The purpose limitation principle |
| <input type="checkbox"/> Does your project plan cover all of the purposes for processing personal data? |
| <input type="checkbox"/> Have potential new purposes been identified as the scope of the project expands? |
| 3rd Principle: The data minimisation principle |
| <input type="checkbox"/> Have you assessed whether the personal data or special category data is adequate for the purposes for which it is intended to be used? |
| <input type="checkbox"/> Have you recorded how this assessment was done and what were the conclusions and how were they reached? |
| <input type="checkbox"/> Have you assessed whether the personal data or special category data is relevant for the purposes for which it is intended to be used? |
| <input type="checkbox"/> Have you recorded how this assessment was done and what were the conclusions and how were they reached? |
| 4th Principle: The accuracy principle |
| <input type="checkbox"/> Have you ensured that the processing operation includes measures to ensure personal data or special category data remains accurate after the project has been implemented (NB: it is the Council’s responsibility to ensure accuracy, this cannot be passed to the data subjects concerned to do so)? |
| <input type="checkbox"/> Have you ensured that the processing operation allows you to deal with a request in |

| |
|--|
| connection with the right of rectification? |
| <input type="checkbox"/> Have you ensured that the processing operation allows you to deal with the right to restrict processing if exercised? |
| <input type="checkbox"/> Have you ensured that the processing operation allows you to correct data which is inaccurate? |
| <input type="checkbox"/> Have you ensured that the processing operation allows you to record where the data subject has complained about information being inaccurate but which is not being changed by the Council? |
| <input type="checkbox"/> Have you ensured that the processing operation includes steps that will allow you to keep records accurate if stored in a number of different locations? |
| 5th Principle: The storage limitation principle |
| <input type="checkbox"/> What retention periods are suitable for the personal data you will be processing? |
| <input type="checkbox"/> Are you procuring software which will allow you to delete information in line with the Council's retention periods? |
| 6th Principle: The integrity and confidentiality principle |
| <input type="checkbox"/> Do any new systems provide protection against the security risks you have identified? |
| <input type="checkbox"/> What training and instructions are necessary to ensure that staff know how to operate a new system securely? |

DRAFT