Inverclyde
council

Municipal Buildings, Greenock PA15 1LY

Ref: RMcG/AI

Date: 8 May 2019

A meeting of the Policy & Resources Committee will be held on Tuesday 21 May 2019 at 3pm within the Municipal Buildings, Greenock.

GERARD MALONE
Head of Legal & Property Services

BUSINESS

1.	**Apologies, Substitutions and Declarations of Interest**	**Page**
PERFORMANCE MANAGEMENT		
2.	**Policy & Resources Capital Programme 2018/2023 – Progress Report** Report by Chief Financial Officer and Corporate Director Environment, Regeneration & Resources	**p**
3.	**2018/23 Capital Programme** Report by Chief Financial Officer	**p**
4.	**Policy & Resources Committee 2018/19 Revenue Budget – Period 11 to 28 February 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 28 February 2019** Report by Chief Financial Officer	**p**
6.	**2019/20 Budget – Initial Position** Report by Chief Financial Officer	**p**
7.	**Welfare Reform Update** Report by Chief Financial Officer	**p**
8.	**Corporate Services Progress Report 2018/19** Report by Head of Organisational Development, Policy & Communications	**p**
9.	**NRS Mid-Year Population Estimates (2018) for Inverclyde and Scotland** Report by Head of Organisational Development, Policy & Communications	**p**

10.	**Accounts Commission Report – Challenges and Performance 2019** Report by Head of Organisational Development, Policy & Communications	**p**
11.	**Audit Scotland Report on South Lanarkshire Council** Report by Head of Organisational Development, Policy & Communications	**p**
12.	**Freedom of Information Requests 2018** Report by Corporate Director Environment, Regeneration & Resources	**p**
13.	**General Data Protection Regulation Update** Report by Head of Legal & Property Services	**p**
14.	**Employee Opinion Survey - 2018** Report by Head of Organisational Development, Policy & Communications	**p**
NEW BUSINESS		
15.	**Education, Communities & Organisational Development and Environment, Regeneration & Resources Corporate Directorate Improvement Plans 2019/22** Report by Corporate Director Education, Communities & Organisational Development and Corporate Director Environment, Regeneration & Resources	**p**
16.	**Local Child Poverty Action Report** Report by Corporate Director Education, Communities & Organisational Development	**p**
17.	**Draft Integration Review Self Evaluation** Report by Corporate Director (Chief Officer), Inverclyde Health & Social Care Partnership **NB: Appendix to follow**	**p**
18.	**Proposed Wheelchairs (Short Term Access) Scotland Bill** Report by Corporate Director (Chief Officer), Inverclyde Health & Social Care Partnership	**p**
19.	**Information Sharing Protocol** Report by Head of Legal & Property Services	**p**
20.	**Scheme of Delegation (Officers)** Report by Head of Legal & Property Services	**p**
21.	**Contract Awards – 1 October 2018 to 31 March 2019** Report by Corporate Director Environment, Regeneration & Resources	**p**
22.	**Treasury Management Consultants Tender – Variation to Price/Quality Split** Report by Chief Financial Officer	**p**
The documentation relative to the following item 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 paragraph 6 of Part I of Schedule 7(A) of the Act.		

23.	**Welfare Reform Update – Appendix 8** Appendix 8 to Welfare Reform Update report providing information on households which left a Private Rented Sector tenancy	**p**
REMITS FROM COMMITTEES		

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

Inverclyde council

Report To:	**Policy & Resources Committee**	Date:	**21 May 2019**
Report By:	**Chief Financial Officer and Corporate Director Environment, Regeneration & Resources**	Report No:	**FIN/56/19/AP/MT**
Contact Officer:	**Matt Thomson**	Contact No:	**01475 712256**
Subject:	**Policy & Resources Capital Programme 2018/2023 - 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 2022/23 is £2.126m which means that the total projected spend is on budget.

2.3 Expenditure at 31 March 2019 is 97.60% of 2018/19 projected spend. Net slippage of £0.001m (0.20%) is being reported. This is a net increase in slippage of £0.045m reported to the last Committee. The final accruals/charges remain to be processed and the final position will be reported to the Committee in August.

3.0 RECOMMENDATIONS

3.1 That the Committee notes current position of the 2018/23 Capital Programme 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 21 2019 the Council approved the 2019/23 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. Following the successful Schools Estate programme, the 2019/20 refresh programme has targeted laptop devices within the corporate estate targeting devices for staff within the Health and Social Care Partnership, particularly those staff required to work in a more flexible and mobile environment. Using the Scottish Government National Framework for mobile devices 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.

5.2   **Server and Switch Replacement** – Replacement or upgrade of the Council's central file storage services is currently 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 and both projects are progressing.

6.0   FINANCIAL IMPLICATIONS

Finance

6.1   The figures below detail the position at 31 March 2019. Expenditure to date is £0.487m (97.60% of the 2018/19 projected spend) prior to final entries and accruals.

6.2   The current budget for the period to 31 March 2023 is £2.126m. The current projection is £2.126m 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 £0.499m with net slippage of £0.01m (0.20%).

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, Policy and Communications has not been consulted.

7.3 Equalities

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 change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

7.4 Repopulation

There are no repopulation implications in this report.

8.0 LIST OF BACKGROUND PAPERS

8.1 None

COMMITTEE: POLICY & RESOURCES

Project Name	1	2	3	4	5	6	7	8
	Est Total Cost	Actual to 31/3/18	Approved Budget 2018/19	Revised Est 2018/19	Actual to 31/03/2019	Est 2019/20	Est 2020/21	Est 2021/22
	£000	£000	£000	£000	£000	£000	£000	£000
Environment, Regeneration & Resources								
ICT								
Storage/Backup Devices/Minor Works and Projects	55		65	25	24	30	0	
Rolling Replacement of PC's	235		205	228	228	7	0	
Whiteboard/Projector Refresh	48		48	43	43	5	0	
Server & Switch Replacement Programme	115		83	115	104	0	0	
Annual Allocation	1,550	0	0	0	0	461	363	363
ICT Total	**2,003**	**0**	**401**	**411**	**399**	**503**	**363**	**363**
Finance								
Modernisation Fund	123	24	99	88	88	5	6	0
Finance Total	**123**	**24**	**99**	**88**	**88**	**5**	**6**	**0**
TOTAL	**2,126**	**24**	**500**	**499**	**487**	**508**	**369**	**363**

Inverclyde council

Report To:	**Policy & Resources Committee**	**Date:**	**21 May 2019**
Report By:	**Chief Financial Officer**	**Report No:**	**FIN/54/19/AP/MT**
Contact Officer:	**Matt Thomson**	**Contact No:**	**01475 712256**
Subject:	**2018/23 Capital Programme**		

1.0 PURPOSE

1.1 The purpose of the report is to provide the Committee with the latest position of the 2018/23 Capital Programme.

2.0 SUMMARY

2.1 On March 21 2019 the Council approved the 2019/23 Capital Programme.

2.2 The Capital Programme reflects the confirmed 2019/20 capital grant plus an estimate of capital grants for the period 2020/23. The 2019/20 grant includes the return of £1.4m re-profiled by the Government in 2016/17 which is in addition to the core annual allocations.

2.3 An over provision of projects against estimated resources of up to 5% is considered acceptable to allow for increased resources and/or cost reductions. As a result the Capital Programme is reporting a deficit of £2.437m which represents 3.09% of the 2018/23 resources.

2.4 It can be seen from Appendix 2 that as at 31 March 2019 expenditure in 2018/19 was 88.68% of projected spend, expenditure still to be accrued will make up the balance of projected spend. A detailed report on the 2018/19 Capital out-turn will be reported to the next meeting of the Committee.

2.5 The position in respect of each individual Committee is reported in Appendix 2 and Section 5 of the report. Overall Committees are projecting to outturn on budget. In the current year net slippage of 1.06% is currently being reported, a decrease from the 5.93% net slippage previously reported. This is due to slippage in Health & Social Care (£0.582m), Environment and Regeneration (£0.119m) and School Estates (£0.359m) offset by advancement in Education and Lifelong Learning (Excluding School Estate) (£0.765m).

2.6 It should be noted that where available the projected outturn has been updated to reflect actual spend resulting in some cases in an improved position to that reported to the individual Service Committees which in turn has contributed to the reduced slippage position.

3.0 RECOMMENDATIONS

3.1 It is recommended that Committee notes the current position of the 2018/23 Capital Programme and that a report on the 2018/19 out-turn will be presented to the next meeting of the Committee.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

4.1 On March 21 2019 the Council approved a 4 year 2019/23 Capital Programme which built upon the previously approved 2018/21 Capital Programme and takes the Capital Programme up to the end of the current Council Administration.

4.2 The Capital Programme reflects the confirmed 2019/20 capital grant plus an estimate of capital grants for the period 2020/23. The 2019/20 grant includes the return of £1.4m re-profiled by the Government in 2016/17 which is in addition to the core annual allocations.

5.0 CURRENT POSITION

5.1 Appendix 1 shows that over the 2018/23 period the Capital Programme is reporting a £2.437m deficit. This is within an acceptable level of up to 5% over provision.

5.2 The position in respect of individual Committees for 2018/19 is below. It should be noted that the figures have been updated to reflect actual spend where available resulting in some cases in an improved position to that reported to the individual Service Committees:

Health & Social Care
Net slippage of £0.582m (42.67%) is being reported with spend of £0.782m 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 £0.119m (0.82%) is being reported with spend of £14.423m for the year. Slippage is projected mainly within Pottery Street (£0.394m), SPT (£0.335m), Flooding (£0.611m), King George VI refurbishment (£0.246m) and other minor slippages on various budgets across the Property Services annual allocations offset by advancement within Clune Park (£0.431m), Bakers Brae realignment (£0.204m), minor works (£0.168m), statutory duty works (£0.140m), vehicle wash installation (£0.07m) and Town and Village Centres (£0.440m).

Education & Communities
Net advancement of £0.406m (3.50%) is being reported with spend of £11.995m for the year. The advancement is mainly due to the Inverclyde Leisure projects at Lady Octavia Sports Centre (0.455m) and Boglestone Community Centre (£0.115m) and Watt Complex (£0.230m) offset by slippage within the School Estates Management Plan (£0.359m) mainly due to the revised phasing of various projects.

Policy & Resources
Net slippage of £0.001m (0.20%) is being reported with spend of £0.499m for the year. Advancement within the PC Refresh and Server Replacement Programme (£0.055m) is offset by slippage within Minor Works and Whiteboard refresh (£0.045m) and the modernisation fund (£0.011m).

5.3 Overall in 2018/19 expenditure is 88.68% of projected spend, expenditure still to be accrued will make up the balance of the projected spend of £27.740m. Project slippage from the programme agreed in March 2018 is £0.296m (1.06%).

6.0 CONSULTATION

6.1 The figures in this report have been updated to reflect actual spend where available resulting in some cases in an improved position to that reported to the individual Service Committees which in turn has contributed to the reduced slippage position.

7.0 IMPLICATIONS

Finance

7.1 Financial Implications

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

One off Costs

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

Annually Recurring Costs/ (Savings)

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

Legal

7.2 There are no legal implications.

Human Resources

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

Equalities

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

Repopulation

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

8.0 BACKGROUND PAPERS

8.1 None.

Capital Programme - 2018/19 - 2022/23

Available Resources

	A	B	C	D	E	F	G
	2018/19	2019/20	2020/21	2021/22	2022/23	future	Total
	£000	£000	£000	£000	£000	£000	£000
Government Capital Support	8,282	9,390	8,100	8,100	8,100	-	41,972
Capital Receipts (Note 1)	389	282	543	148	95	-	1,457
Capital Grants (Note 2)	3,526	4,263	1,500	19	-	-	9,308
Prudential Funded Projects (Note 3)	5,784	4,004	3,768	463	332	230	14,581
Balance B/F From 17/18	21,364	-	-	-	-	-	21,364
Capital Funded from Current Revenue	6,063	671	833	683	233	-	8,483
	45,408	18,610	14,744	9,413	8,760	230	97,165

Overall Position 2018/21

	£000
Available Resources (Appendix 1, Column E)	97,165
Projection (Appendix 2, Column B-E)	99,602
(Shortfall)/Under Utilisation of Resources	(2,437)

Notes to Appendix 1

All notes exclude School Estates

Note 1 (Capital Receipts)

	2018/19	2019/20	2020/21	2021/22	2022/23	future	Total
	£000	£000	£000	£000	£000	£000	£000
Sales	389	247	543	148	95	-	1,422
Contributions/Recoveries	-	35	-	-	-	-	35
	389	282	543	148	95	-	1,457

Note 2 (Capital Grants)

	2018/19	2019/20	2020/21	2021/22	2022/23	future	Total
	£000	£000	£000	£000	£000	£000	£000
Early Years	1,900	2,200	1,500	-	-	-	5,600
Town Centre Fund	-	660	-	-	-	-	660
Cycling, Walking & Safer Streets	108	-	-	-	-	-	108
SPT	1,275	1,110	-	-	-	-	2,385
Historic Scotland	65	260	-	-	-	-	325
Big Lottery Fund	88	-	-	-	-	-	88
Electric Vehicles	-	33	-	19	-	-	52
Grant - Branchton Play Area	90						90
	3,526	4,263	1,500	19	-	-	9,308

Note 3 (Prudentially Funded Projects)	2018/19	2019/20	2020/21	2021/22	2022/23	future	Total
	£000	£000	£000	£000	£000	£000	£000
Additional ICT - Education Whiteboard & PC Refresh	30	-	-	-	-	-	30
Vehicle Replacement Programme	1,033	1,109	1,768	403	272	-	4,585
Asset Management Plan - Offices	22	-	-	-	-	-	22
Asset Management Plan - Depots	1,115	609	1,073	-	-	-	2,797
Capital Works on Former Tied Houses	108	-	38	60	60	230	496
Waterfront Leisure Complex Combined Heat and Power Plant	4						4
CCTV	201	-	-	-	-	-	201
Clune Park Regeneration	431	-	569	-	-	-	1,000
Neil Street Childrens Home Replacement	111	-	-	-	-	-	111
Crosshill Childrens Home Replacement	124	1,067	275	-	-	-	1,466
Modernisation Fund	88	(45)	6	-	-	-	49
Watt Complex Refurbishment	1,133	60	39	-	-	-	1,232
Roads Asset Management Plan	1,384	1,204	-	-	-	-	2,588
	5,784	4,004	3,768	463	332	230	14,581

Capital Programme - 2018/19 - 2022/23

Agreed Projects

Committee	A Prior Years	B 2018/19	C 2019/20	D 2020/21	E 2021/22	F 2022/23	G Future	H Total	I Approved Budget	J (Under)/ Over	K 2018/19 Spend To 31/03/2019
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Policy & Resources	24	499	508	369	363	363	-	2,126	2,126	-	487
Environment & Regeneration	45,988	14,423	13,223	17,690	6,623	6,420	230	104,597	104,597	-	12,660
School Estate	19,549	9,553	10,448	6,882	2,314	2,900	-	51,646	51,646	-	8,606
Education & Communities (Exc School Estate)	2,432	2,442	997	816	280	141	-	7,108	7,108	-	2,273
HSCP	214	782	1,111	225	-	-	-	2,332	2,332	-	538
Total	68,207	27,699	26,287	25,982	9,580	9,824	230	167,809	167,809	-	24,564

Inverclyde council

Report To:	**Policy & Resources Committee**	**Date:**	**21 May 2019**
Report By:	**Chief Executive, Corporate Director Environment, Regeneration & Resources, Corporate Director Education, Communities & Organisational Development and Chief Financial Officer**	**Report No:**	**FIN/52/19/AP/AE**
Contact Officer:	**Angela Edmiston**	**Contact No:**	**01475 712143**
Subject:	**Policy & Resources Committee 2018/19 Revenue Budget – Period 11 to 28 February 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 11, 28 February 2019.

2.0 SUMMARY

2.1 The total revised Committee budget for 2018/19 is £18,598,000. This excludes Earmarked Reserves of £2,297,000.

2.2 The latest projection, excluding Earmarked Reserves, is an underspend of £778,000 (4.35%, an increase of £62,000 since the last report).

2.3 The main reasons for this underspend are:
   a) £728,000 projected underspend of non-pay inflation contingency.
   b) £100,000 over-recovery of Internal Resource Interest.
   c) £68,000 projected underspend for overall directorate employee costs.
   d) £52,000 one-off income within ICT for PEF funding.
   e) £44,000 one-off additional income received from DWP for new initiatives.

   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 £436,000 is projected to be spent in the current financial year. To date, expenditure of £328,000 (75.2%) has been incurred which is £144,000 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 approved as part of the 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 £27,810. 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 £778,000 for the Policy and Resources Committee as at Period 11, 28 February 2019.

3.2 That the Committee notes the projected 2018/19 surplus of £20,410 for the Common Good Fund.

Aubrey Fawcett   Alan Puckrin
Chief Executive   Chief Financial Officer

Ruth Binks   Scott Allan
Corporate Director   Corporate Director
Education, Communities   Environment, Regeneration &
& Organisational Development   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 £778,000 (4.19%) in 2018/19.

5.0 2018/19 CURRENT POSITION

5.1 The current projection is an underspend of £778,000, an increase in underspend of £62,000 since the previous report. The following are the material variances:

5.2 The following position relates to the Environment, Regeneration & Resources Directorate:

Finance - £206,000 underspend

Employee Costs: £61,000 projected underspend mainly due to additional turnover. This is an increase in the underspend reported to the last Committee of £11,000 mainly due to further vacancies.

Admin Costs: £7,000 overspend mainly due to a £40,000 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 and £22,000 postage costs within Revenues following a move to increased electronic communication. Overall decrease in overspend of £5,000 since last reported to the Committee.

Other Expenditure: An underspend of £78,000 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 £28,000 underspend due to the Universal Support payment to River Clyde Homes being less than budget. Overall decrease in spend of £7,000 since last reported to the Committee.

Income: An over-recovery of £77,000 is being projected. This is mainly due to a £48,000 over-recovery within Legal fee income and £50,000 ICT income for Line Rental charges which are offset within Admin Costs. Also £70,000 reduction in Housing Benefit recoveries which is largely offset by a reduced Bad Debt Provision.

In addition, one-off income of £52,000 within ICT received from Education PEF funding and other ICT service charges and £44,000 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 - £32,000 overspend

Income: An under-recovery of £32,000 for liquor licence fees offset by an over-recovery of £26,000 within betting licences. Decrease in under-recovery of £10,000 since last reported to the Committee due to a decrease in fees received to date.

5.3 The following position relates to the Miscellaneous budget.

Miscellaneous – £573,000 underspend

Non-Pay Inflation Contingency: There is a projected underspend of £728,000 based on current estimated calls on inflation contingency. £28,000 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.

5.4 The following position relates to the Chief Executive budget.

Chief Executive - £25,000 underspend

Employee Costs: £21,000 projected underspend mainly due to a vacant post which is part of the 2019/20 savings exercise. Employee costs underspend has increased by £2,000 since last reported to the Committee.

5.5 The following position relates to the Education, Communities & Organisational Development Directorate:

Organisational Development, Policy & Communications - £20,000 overspend

Various projected overspends all of which are below £10,000.

6.0 VIREMENT

6.1 There are no virements to report in period 11.

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 £436,000 is projected to be spent in 2018/19 and the remaining balance of £1,861,000 to be carried forward to 2019/20 and beyond. It can be seen that expenditure of £328,000 has been achieved which is £144,000 less than the phased budgeted spend to date and represents 75.2% of the annual projected spend. Write backs of £260,000 Earmarked Reserves were proposed during February 2019 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 £27,810. The 2018/19 surplus is after the Fund incurred minimum expenditure for the Annual Fireworks display following the cancellation of the 2018 event due to inclement weather. All costs incurred have been recovered via an insurance claim.

8.2 The Committee approved the 2019/20 Budget, based on a surplus of £27,810, 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 £778,000 for the Policy and Resources Committee as at Period 11, 28 February 2019.

12.0 BACKGROUND PAPERS

12.1 There are no background papers for this report.

Policy & Resources Budget Movement - 2018/19

Period 11: 1st April - 28th Feb 2019

	Approved Budget	Movements				Revised Budget
Service	2018/19 £000	Inflation £000	Virement £000	Supplementary Budgets £000	Transferred to EMR £000	2018/19 £000
Finance	7,581	27	93		(350)	7,351
Legal	1,674		27			1,701
Organisational Development, Policy & Communications	2,001		(6)			1,995
Chief Exec	332		8			340
Miscellaneous	7,886	(431)	(276)			7,179
Totals	19,474	(404)	(154)	0	(350)	18,566

Supplementary Budget Detail

	£000
Inflation	
Software Maintenance Inflation - Finance & ICT & Discr Relief	8
Miscellaneous Inflation Contingency:	
Auto Enrolment	(133)
Software Maintenance Inflation - Finance & ICT	(6)
Discretionary Relief	(2)
Getting Ready for Work Scheme (Ec Dev)	(9)
Electricity & Gas Inflation 2018/19	(126)
Industrial & Commercial Rents Income	(60)
Residual Waste	(43)
Unmetered Electricity	(28)
Dalrymple Street Carpark	(5)
	(404)
Virement	
RVJB	(29)
Welfare refund - Social Work triage Education Anti Poverty Fund	84
Misc - Inflation Contingency (HSCP, Mgmt Restruc, Turnover Reallign, Misc)	(214)
Admin Restructure - Legal & Property	17
Rankin Park costs from Capital Programme to ERR Directorate	(12)
	(154)

POLICY & RESOURCES   Appendix 2

REVENUE BUDGET MONITORING REPORT

CURRENT POSITION

PERIOD 11: 1st April 2018- 28th February 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	8,267	8,199	(68)
523	Property Costs	547	547	547	0
602	Supplies & Services	899	936	965	29
3	Transport & Plant	5	5	4	(1)
1,551	Administration Costs	1,428	1,400	1,390	(10)
34,428	Payments to Other Bodies	42,434	41,765	41,185	(580)
(31,943)	Income	(34,054)	(34,004)	(34,152)	(148)
13,486	**TOTAL NET EXPENDITURE**	**19,474**	**18,916**	**18,138**	**(778)**
	Earmarked reserves		(350)	(350)	0
13,486	**Total Net Expenditure excluding Earmarked Reserves**	**19,474**	**18,566**	**17,788**	**(778)**

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	7,701	7,495	(206)
1,631	Legal Services	1,674	1,701	1,733	32
8,909	**Total Net Expenditure Environment, Regeneration & Resources**	**9,255**	**9,402**	**9,228**	**(174)**
1,997	Organisational Development, Policy & Communications	2,001	1,995	1,988	(7)
1,997	**Total Net Expenditure Education, Communities & Organisational Development**	**2,001**	**1,995**	**1,988**	**(7)**
341	Chief Executive	332	339	314	(25)
2,239	Miscellaneous	7,886	7,179	6,607	(573)
13,486	**TOTAL NET EXPENDITURE**	**19,474**	**18,916**	**18,138**	**(778)**
	Earmarked reserves		(350)	(350)	0
13,486	**Total Net Expenditure excluding Earmarked Reserves**	**19,474**	**18,566**	**17,788**	**(778)**

POLICY & RESOURCES

REVENUE BUDGET MONITORING REPORT

MATERIAL VARIANCES (EXCLUDING EARMARKED RESERVES)

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

Outturn 2017/18 £000	Budget Heading	Budget 2018/19 £000	Proportion of Budget £000	Actual to 28/02/2019 £000	Projection 2018/2019 £000	Over/(Under) Budget £000
	Finance/ICT					
5,178	Fin/Rev/ICT - Employee Costs	5,099	4,346	4,320	5,038	(61)
41	ICT - Admin Costs - Corporate Calls	38	35	9	11	(27)
437	ICT - Admin Costs -Telephone Line Rental	333	317	296	383	50
(47)	ICT - Income - Recharges	0	0	(109)	(52)	(52)
(437)	ICT - Income - Line Rental Charges	(333)	(317)	(351)	(383)	(50)
280	Rev - Admin costs - Legal Expenses Sheriff Officer	242	222	251	282	40
45	Rev- Admin costs - Postage	67	63	26	45	(22)
21	Rev- Other Expenditure UC	47	43	10	19	(28)
(8)	Rev - Other Expenditure - Bad Debt Provision	100	75	36	50	(50)
(141)	Rev - Income - Other Income	(95)	(88)	(135)	(139)	(44)
(138)	Rev- Income - Recoveries HB	(220)	(165)	(131)	(150)	70
(283)	Rev - Income - Legal Fee Recoveries	(238)	(218)	(258)	(286)	(48)
	Rev - CT Income Previous Years	(356)	0	0	(306)	50
	Legal Services					
(78)	Liquor Licences	(122)	(98)	(116)	(90)	32
(2)	Licensing - Betting	0	0	0	(26)	(26)
	Chief Executive					
319	Employee Costs	315	270	252	294	(21)
	Miscellaneous					
253	Non-pay Inflation Contingency	1,428	675	675	700	(728)
1,452	Pay Inflation Contingency	3,977	0	0	4,241	264
(277)	Internal Resource Interest	(150)	(125)	0	(250)	(100)
1,437	**TOTAL MATERIAL VARIANCES**	**5,033**	**689**	**455**	**4,343**	**(690)**

EARMARKED RESERVES POSITION STATEMENT

COMMITTEE: Policy & Resources

Project	Lead Officer/ Responsible Manager	Total Funding 2018/19 £000	Phased Budget To Period 11 2018/19 £000	Actual To Period 11 2018/19 £000	Projected Spend 2018/19 £000	Amount to be Earmarked for 2019/20 & Beyond £000	Lead Officer Update
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	20	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	11	25	Will fund Participatory Budget pilots once the sum is clarified. £21k uncommitted for 2019/20.
2013/18 Revenue Contingency	Alan Puckrin	110	40	26	26	84	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 2019/20 of £60k.
Anti-Poverty Fund	Alan Puckrin	1,500	225	191	231	1,269	Committee agreed further 12 month funding extensions in September with further proposals agreed in February 2019. Proposals linked to Child Poverty Action Plan elsewhere on the agenda.
GDPR	Gerry Malone	75	7	7	7	68	£7k to be spent within 2018/19 GDPR training, ICT requirements and storage.
Develop Pay & Grading Model	Steven McNab	50	45	29	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**	**472**	**328**	**436**	**1,861**	

COMMON GOOD FUND

REVENUE BUDGET MONITORING REPORT 2018/19

PERIOD 10 : 1st April 2018 to 28th February 2019

		Final Outturn 2017/18	Approved Budget 2018/19	Budget to Date 2018/19	Actual to Date 2018/19	Projected Outturn 2018/19
PROPERTY COSTS		**16,740**	**22,000**	**20,200**	**19,510**	**21,500**
Repairs & Maintenance	1	4,730	9,000	8,300	4,540	6,500
Rates	2	14,900	12,000	11,000	14,970	15,000
Property Insurance		(2,890)	1,000	900		0
ADMINISTRATION COSTS		**11,480**	**7,700**	**7,600**	**19,560**	**19,700**
Sundries	3	5,280	1,500	1,400	13,360	13,500
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
OTHER EXPENDITURE		**83,370**	**79,100**	**78,700**	**51,330**	**64,350**
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	6,130	7,000
Comet Festival		13,300	13,300	13,300	13,300	13,300
Fireworks	4	12,600	12,600	12,600		400
Society of the Innocents Rent Rebate		5,000	5,000	4,600	2,500	3,750
Bad Debt Provision		4,170				0
INCOME		**(124,220)**	**(135,440)**	**(124,200)**	**(125,000)**	**(125,960)**
Property Rental		(168,950)	(168,950)	(154,900)	(166,630)	(168,950)
Void Rents	5	44,750	34,010	31,200	41,690	43,140
Internal Resources Interest		(20)	(500)	(500)	(60)	(150)
Disposal of Land						
NET ANNUAL EXPENDITURE		**(12,630)**	**(26,640)**	**(17,700)**	**(34,600)**	**(20,410)**
EARMARKED FUNDS		**0**	**0**	**0**	**0**	**0**
TOTAL NET EXPENDITURE		**(12,630)**	**(26,640)**	**(17,700)**	**(34,600)**	**(20,410)**

Fund Balance as at 31st March 2018   7,400

Projected Fund Balance as at 31st March 2019   27,810

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 coss 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 crrently 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 laible for any of the abortive costs.

5 Current Empty Properties are:

Vacant since:

12 Bay St	April 2015
6 John Wood Street	January 2019
10 John Wood Street	August 2018
15 John Wood Street	June 2017
17 John Wood Street	March 2014
74 Port Glasgow Road	September 2012

Inverclyde
council

Report To:	**Policy & Resources Committee**	**Date:**	**21 May 2019**
Report By:	**Chief Financial Officer**	**Report No:**	**FIN/51/19/AP/AE**
Contact Officer:	**Alan Puckrin**	**Contact No**:	**01475 712223**
Subject:	**2018/19 General Fund Revenue Budget as at 28 February 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 28 February 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 28 February 2019 the General Fund is projecting a £1.371 million underspend (excluding Health & Social Directorate) which represents 0.71% of the net Revenue Budget and is an increase of £142,000 from the previous report. This is mainly due to:

- Release of non-pay inflation not required (£728,000).
- Projected over recovery Internal Resources Interest (£100,000).
- Net additional turnover savings achieved, including early achievement of savings (£578,000).
- Over Recovery of Planning Development Control Income (£157,000).

This has been offset in part by a projected overspend against the 2018/19 Pay Award allowance, an under recovery 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 were all considered as part of the 2019/20 Budget.

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 of £793,000, however any resulting underspend will be retained by the Integration Joint Board.

2.4 Appendix 2 shows the latest position in respect of Earmarked Reserves, excluding those relating to Asset Plans and Funding Models. It can be seen that as at 28 February 2019 expenditure totalled £2.177 million which equates to 76.41% of the planned spend in 2018/19. It can also be seen from Appendix 2 that at 28 February 2019 actual expenditure is 25.67% behind phased budget. Write backs of £1.460 million were approved 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 £3.641 million which is £0.159 million less than the minimum recommended balance of £3.8 million. This is after a contribution of £0.340 million from the budget smoothing reserve, approved in March 2019.

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 use of any Free Reserves over and above the £3.8 million be considered as part of the 2020/23 budget process.

Alan Puckrin
Chief Financial Officer

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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 28 FEBRUARY 2019

5.1 It can be seen from Appendix 1 that as at 28 February 2019 the General Fund is projecting an underspend of £1.371 million which equates to 0.71% of the net General Revenue Fund Budget and is an increase of £142,000 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 £778,000 (4.19%) mainly due to release of non-pay inflation contingency not required and a projected over recovery of Internal Resources Interest. These matters were factored into the 2019/20 Base Budget.

Environment & Regeneration – Projected underspend of £383,000 (1.69%) mainly due additional turnover savings, 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 £118,000 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 - £56,000 (0.07%) projected underspend mainly due to additional turnover savings and a projected underspend within Teachers employee costs. This has been offset in part by a projected overspend on utility costs and a projected shortfall in library income and golf course income.

Health & Social Care – Projected underspend of £793,000 (1.66%) 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 agreed as part of the 2018/19 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 is not amended during the year and provides a useful benchmark for Officers and Members to monitor performance against originally envisaged targets. The Earmarked Reserve statement excludes those funds that relate to Assets Plans or Funding Models.

5.5 As at 28 February 2019 the Council has spent £2.177 million against a phased budget target of £2.929 million. This represents 25.67% behind the target phasing and spend equates to 76.41% 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 £1.460 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 £3.641 million which is £0.159 million less than the minimum recommended balance of £3.8 million. This is after a contribution of £0.340 million from the budget smoothing reserve, approved in March 2019. If the final free reserves position exceeds £3.8 million at 31 March 2019 the £0.340 million will be returned back to Budget Smoothing earmarked reserve.

This position reflects the decisions taken at the Council budget meeting on 21 March 2019 and reflects write back of earmarked reserves approved 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 28th Feb 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	18,567	17,789	(778)	(4.19%)
Environment & Regeneration	20,521	22,667	22,284	(383)	(1.69%)
Education & Communities **(Note 1)**	90,235	81,248	81,192	(56)	(0.07%)
Health & Social Care	47,794	47,797	47,004	(793)	(1.66%)
Committee Sub-Total	**178,024**	**170,279**	**168,269**	**(2,010)**	**(1.18%)**
Loan Charges (Including SEMP)	12,500	17,028	17,028	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 **(Note 3)**	0	4,100	4,100	0	0.00%
Total Expenditure	**190,379**	**191,295**	**189,157**	**(2,138)**	**(1.12%)**
Financed By:					
General Revenue Grant/Non Domestic Rates	(160,030)	(160,946)	(160,972)	(26)	0.02%
General Revenue Grant Redetermination	(523)	(523)	(523)	0	0.00%
Council Tax	(29,826)	(29,826)	(29,826)	0	0.00%
Integration Joint Board - Increase in Reserves	0	0	793	793	100.00%
Net Expenditure	**0**	**0**	**(1,371)**	**(1,371)**	

Note 1 - Reduction reflects loans charges and earmarked reserves.
Note 2 - Efficiencies/adjustments identified post budget setting removed from Service Committee budgets.

Note 3 (Earmarked Reserves)
SEMP	1,684
DMR	200
ASN	57
Riverside Inverclyde	617
AMP	591
Vehicle Replacement Programme	281
Microsoft Licensing	300
Digital Strategy	50
HSCP - CJA Preparatory Work	75
HSCP - Whole Systems Approach	25
HSCP - C&F employee cost underspend	144
HSCP - Your Voice	12
HSCP - Franks Law	34
HSCP - RRTP	30
Contribution to General Earmarked Reserves	**4,100**

Earmarked Reserves Position Statement

Summary

Committee	Total Funding 2018/19	Phased Budget to 28 Feb 2019	Actual Spend To 28 Feb 2019	Variance Actual to Phased Budget	Projected Spend 2018/19	Earmarked 2019/20 & Beyond		2018/19 %age Spend Against Projected	2018/19 %age Over/(Under) Spend Against Phased Budget
	£000	£000	£000	£000	£000	£000			
Education & Communities	1,276	384	267	(117)	382	894		69.90%	(30.47%)
Health & Social Care	1,860	977	891	(86)	1,003	857		88.83%	(8.80%)
Regeneration & Environment	3,865	1,096	690	(406)	1,028	2,837		67.12%	(37.04%)
Policy & Resources	2,297	472	329	(143)	436	1,861		75.46%	(30.30%)
	9,298	2,929	2,177	(752)	2,849	6,449		76.41%	(25.67%)

Actual Spend v Phased Budget	**Behind Phasing =**	**(£752k)**	**(25.67%)**
Last Update (Period 10)	**Behind of Phasing**	**(£632k)**	
Movement in slippage v Phasing		**(£120k)**	

GENERAL FUND RESERVE POSITION
Position as at 28/02/19

	£000	£000
Balance 31/03/18		13447
Projected Surplus/(Deficit) 2018/19	1371	
Contribution from Budget Smoothing Earmarked Reserve **Note 1**	340	
		1711
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	265	
		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)
Approved Use of Free Reserves (March 2019) **Note 3**		(4000)
Projected Unallocated Balance 31/03/19		**3641**

Minimum Reserve required is £3.8 million

Note 1 £340k budget smoothing earmarked has been utilised to fund use of Free Reserves approved March 2019. If the free reseves exceed the minimum reserves of £3.8 million then this will be returned back to the Smoothing Earmarked Reserve.

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

GENERAL FUND RESERVE POSITION
Position as at 28/02/19

Cremator Replacement	850
Capital Programme 2018/21 Deficit	467
3 to 4 Traffic Management Studies	30
Passing places Kirn Drive	200
Refurbishment of Ashton Prom	50
Gourock Park Improvements	20
Extend Gourock Pool Opening Times	16
Roads/Footways Investment	204
GDPR	150
Budget Strategy Reserves	3000
Repopulation Strategy	500
	8858

Note 3 (Use of Reserves)

Clune Park Area	850
Grieve Road Community Centre	200
Roads Defect & Drainage	200
Greenock Town Centre Purchases	325
2019/23 Capital Programme	450
Youth Connections Building Repairs	100
Year of the Young People Legacy	100
Play Area Strategy	250
Refurbishment Weymss Bay Community Centre	100
Safer Street Initiative	150
Seed funding for active travel with Inverclyde	50
Equally Safe	10
Conservation Area Grants	80
Repairs Comet	50
Drumshantie Road car park	80
Resurface Auchneagh Farm Lane	10
Extended hours Gourock Pool - 2019	15
IL - PG Pool spend to save	150
Pay & Grading Model - Funding 2019/20	830
	4000

Inverclyde council

Report To:	**Policy & Resources Committee**	**Date:**	**21 May 2019**
Report By:	**Chief Financial Officer**	**Report No:**	**FIN/48/19/AP/CM**
Contact Officer:	**Alan Puckrin**	**Contact No:**	**01475 712223**
Subject:	**2019/20 Budget – Initial Position**		

1.0 PURPOSE

1.1 The purpose of this report is to advise the Committee of the initial position of the 2019/20 Revenue Budget.

2.0 SUMMARY

2.1 The Council agreed the Revenue Budget for 2019/20 on 21 March 2019. The net budget was £190.032 million and was agreed after the application of £2.052 million of savings.

2.2 The approved savings have now been allocated against the relevant Council services and Appendix 1 shows the initial position of the 2019/20 Revenue Budget. Updates on the overall Revenue Budget position will be reported in the usual manner to the Policy & Resources Committee during 2019/20.

2.3 In addition to the Revenue Budget the Council took decisions regarding the use of Council Reserves and agreed to the use of £4.0 million of Reserves which included a contribution of £340,000 from the Revenue Budget Smoothing Earmarked Reserve.

2.4 Appendix 2 shows the current position of Free Reserves based on the budget decision and the latest budget monitoring. From this it can be seen that there is currently a small shortfall projected in Free Reserves however it is expected that whilst closing the 2018/19 Accounts this shortfall will be eliminated.

2.5 The first formal budget monitoring report will be presented to the September 2019 Policy & Resources Committee.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee notes the initial position of the 2019/20 Revenue Budget, the current position of the Council's Free Reserves, and the potential adjustment identified by officers arising from the prior year treatment of the Capital Fund.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

4.1 The Council approved the 2019/20 Revenue Budget at its meeting on 21 March 2019.

4.2 At the same meeting the Council approved the use of £4 million of Free Reserves which included a contribution of £340,000 from the Revenue Budget Smoothing Reserve.

5.0 CURRENT POSITION

5.1 Appendix 1 shows the current position of the 2019/20 Revenue Budget after the application of £2.052 million worth of savings approved by the Council on 21 March 2019.

5.2 Regular reports will be presented to the relevant Committees throughout the year as usual regarding performance against budget. The Committee is asked to note any under or overspend in relation to the Health & Social Care Committee will be addressed by the IJB.

5.3 The latest projected position of the Council's Free Reserves is shown in Appendix 2. From this it can be seen that there is currently a small projected shortfall of £159,000.

5.4 As part of the preparatory work for the 2018/19 Year End officers believe there is an error in prior year accounting for the Capital Fund. On the basis that officers are correct then this will result in an increase in the General Fund Reserves.

5.5 An update on the Reserves position along with the first formal budget monitoring consolidated position will be report to the Policy & Resources Committee in September 2019.

6.0 IMPLICATIONS

6.1 **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

6.2 **Legal**

There are no Legal implications arising from this report.

6.3 **Human Resources**

There are no HR implications arising from this report.

6.4 **Equalities**

Has an Equality Impact Assessment been carried out?

| | Yes | See attached appendix |

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

6.5 **Repopulation**

There are no repopulation implications arising from this report.

7.0 CONSULTATIONS

7.1 No consultations were undertaken as part of this report.

8.0 LIST OF BACKGROUND PAPERS

8.1 Report to the Inverclyde Council 21 March 2019.

Policy & Resources Committee

Revenue Budget Monitoring Report

Position as at 1st April 2019

Committee	Approved Budget 2019/2020	Revised Budget 2019/2020	Projected Out-turn 2019/2020	Projected Over/(Under) Spend	Percentage Variance
	£,000's	£,000's	£,000's	£,000's	
Policy & Resources	18,209	18,209	18,209	0	0.00%
Environment & Regeneration	23,896	23,896	23,896	0	0.00%
Education & Communities **(Note 1)**	89,012	84,280	84,280	0	0.00%
Health & Social Care	50,529	50,529	50,529	0	0.00%
Committee Sub-Total	**181,646**	**176,914**	**176,914**	**0**	**0.00%**
Loan Charges (Including SEMP) **(Note 1)**	11,425	16,157	16,157	0	0.00%
Savings Achieved Early/ (Savings to be allocated) **(Note 2)**	(82)	(82)	(82)	0	0.00%
Contribution to / (from) Statutory Funds	(240)	(240)	(240)	0	0.00%
Earmarked Reserves	0	0	0	0	0.00%
Total Expenditure	**192,749**	**192,749**	**192,749**	**0**	**0.00%**
Financed By: General Revenue Grant/Non Domestic Rates	(161,405)	(161,405)	(161,405)	0	0.00%
Council Tax	(31,344)	(31,344)	(31,344)	0	0.00%
Net Expenditure	**0**	**0**	**0**	**0**	

Note 1 - Reduction reflects SEMP loans charges.
Note 2 - Efficiencies/adjustments identified post budget setting removed from Service Committee budgets, offset by approved Insurance saving yet to be allocated to Service budgets.

GENERAL FUND RESERVE POSITION
Position as at 01/04/19

	£000	£000
Projected Balance 31/03/19		7641
Projected Surplus/(Deficit) 2019/20	0	
Contribution (to)/ from Free Reserves **Note 1**	0	
		0
Approved Use of Free Reserves (March 2019) **Note 2**		(4000)
Projected Unallocated Balance 31/03/20		**3641**

Minimum Reserve required is £3.8 million

Note 1 No contribution from reserves was required when setting 2019/20 Revenue Budget.

Note 2 (Use of Reserves)

Clune Park Area	850
Grieve Road Community Centre	200
Roads Defect & Drainage	200
Greenock Town Centre Purchases	325
2019/23 Capital Programme	450
Youth Connections Building Repairs	100
Year of the Young People Legacy	100
Play Area Strategy	250
Refurbishment Weymss Bay Community Centre	100
Safer Street Initiative	150
Seed funding for active travel with Inverclyde	50
Equally Safe	10
Conservation Area Grants	80
Repairs Comet	50
Drumshantie Road car park	80
Resurface Auchneagh Farm Lane	10
Extended hours Gourock Pool - 2019	15
IL - PG Pool spend to save	150
Pay & Grading Model - Funding 2019/20	830
	4000

Inverclyde council

Report To:	Policy & Resources Committee	Date:	21 May, 2019
Report By:	Chief Financial Officer	Report No:	FIN/53/19/AP/FM
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	Welfare Reform Update		

1.0 PURPOSE

1.1 The purpose of this report provide an update to the Committee on recent developments in respect of Welfare Reform and to seek Committee approval for a policy change and investments funded from the Anti-Poverty Fund.

2.0 SUMMARY

2.1 The number of Universal Credit Claimants has reduced marginally in 2019, as has the number of UC claimants in work. This is the first reduction in numbers since UC was introduced and indicates that numbers will fluctuate around the 5600 mark until Managed Migration is implemented after 2020.

2.2 As requested by the Committee officers have included further information in respect of UC and evictions. This information remains inconclusive regarding a direct link between the two.

2.3 The year end positions for both DHP and SWF are outlined in the report and a change to the DHP policy is recommended in Section 6/Appendix 3. In addition officers will examine the adequacy of the current £140,000 Council contribution to these 2 areas as part of the 2020/21 Budget.

2.4 East Renfrewshire Citizen Advice Bureau now have staff in place in relation for both the Universal Credit Support project they are operating for the DWP and also the Financial Health Check project that is being funded by the Scottish Government.

2.5 The Council has received recent media coverage following discussion at the Social Security Committee of the refusal by the DWP for the Council to use DWP information received for Council Tax Reduction purposes to maximise uptake of Education Benefits. Since the discussion the Scottish Parliament and Cosla along with the local MP have taken this issue up and any developments will be reported back to the Committee.

2.6 Officers have developed 2 proposals for the Committee to consider to increase access to ICT and increase skills/confidence in the use of ICT to help access benefits and employment opportunities. More detail is included in the report and appendices.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee approves the updated Discretionary Housing Payments policy set out in Appendix 3.

3.2 It is recommended that the Committee approves the one off investments funded from the Anti-Poverty Fund and detailed in Section 11.

3.3   It is recommended that the Committee otherwise notes the report.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

4.1 Inverclyde became one of the first areas in Scotland to implement Universal Credit Full Service (November 2016). The Committee has received reports each cycle on the impact of this and other Welfare Reforms. A number of mitigations have been agreed by the UK and Scottish Governments to reduce negative aspects of the move to the UC.

4.2 The Council leads a multi-agency Welfare Reform Project Board and the updates to the Committee contain matters discussed and progressed by officers.

5.0 UNIVERSAL CREDIT AND DISCRETIONARY PAYMENTS

5.1 There are 5675 UC claimants in Inverclyde as of March 2019 (Appendix1). From April 2019 changes to work allowances increased UC payments by around £53 per month for those who are working and are responsible for a child, or are living with a condition that affects their ability to work. There were small increases for carer and disability related elements however most elements of Universal Credit continue to be subject to the working age benefits freeze.

5.2 Backdated pay awards are treated within UC rules as additional pay, either reducing or ending entitlement. A communication informing Council employees of the local government pay settlement and the backdated pay award explained this, to prepare those who claim Universal Credit about what to expect. The Council does not know which employees claim Universal Credit and DWP does not have a legal basis to share this information to provide personalised support. Trade Unions have been kept informed.

5.3 Since the last update report, DWP announced that the pilot to move people from legacy benefits to Universal Credit will initially start in Harrogate, before expanding, and will involve no more than 10,000 claimants. The pilot will begin in July 2019 and will run until late 2020. Evaluation of 10,000 cases will be reported to Parliament and it is expected that the Social Security Advisory Committee will have oversight.

5.4 The impact of Universal Credit on rent arrears and the views of housing professionals and practitioners were provided in the last update report. Officers were asked to report back on the impact of Universal Credit on evictions in the Private Rented Sector. It is not possible to say that UC is solely responsible for any eviction so information has been collated to compare the timeline of the implementation of the whole package of welfare reforms from 2014 and the reasons households apply to the Homelessness service.

5.5 Table (1) in 5.9 shows the total number of households who applied to the service whose tenancy has been terminated due to non-payment of rent or mortgage. Table (2) shows the total number of households presenting with financial difficulties, debt or because they are not working, although not necessarily evicted.

5.6 Universal Credit was introduced in Inverclyde in October 2015 with tight restrictions on who could apply; by the launch of the full service in November 2016 there were more than 800 UC claimants and since April 2018 the caseload has been around 5500. The number of households presenting to the Homelessness Service who have been evicted due to rent arrears or default on mortgage payments is low compared with the number of people claiming Universal Credit.

5.7 There was a significant increase in the number of households presenting to the service during the last 2 years with financial difficulties, debt or because they are not working. UC may be a factor but this should be considered along with other welfare reforms including the working age benefits freeze in place since 2014.

5.8 The number of households who left a Private Rented Sector tenancy is contained in the agenda's private papers as Appendix 8.

5.9   Table (1): Reason for approaching Homelessness Service

	14 /15	15 /16	16 /17	17 /18	18 /19
Total no. of households due to termination of tenancy/mortgage due to rent arrears/default on payments	12	14	10	20	7

Table (2): Reason for failing to maintain accommodation*

	14 /15	15 /16	16 /17	17 /18	18 /19
Total no. of households presenting with financial difficulties / debt / unemployment	42	50	35	91	99

*These households presented to the service although may not have been evicted.

6.0   DISCRETIONARY HOUSING PAYMENTS

6.1   Appendix 2 shows that expenditure at 31 March 2019 on the Social Sector Size Criteria was £1.044 million exceeding the Scottish Government's projection by £0.092 million. Expenditure on DHP for other purposes was £0.160 million, exceeding funding allocation by £0.040 million. The shortfall was scored against a carried forward earmarked reserve.

6.2   The Scottish Government estimates that expenditure to mitigate the social sector size criteria in 2019/20 will be £1.031 million and notified an increase in the allocation for other purposes of 48% from £120,152 to £178,355. A surplus of £53,000 is projected in 2019/20 against the current DHP policy.   Any underspend of DHP is offset against SSSC mitigation funding at the year-end settlement. Officers undertook a review of rejected applications in 2018/19 to develop proposals to utilise the additional budget.

6.3   Most DHP applications are rejected because there is no shortfall between the level of Housing Benefit in payment and the maximum level the household can receive, which in the private rented sector is the Local Housing Allowance rate for the applicant's household.   The list of priority categories has been reviewed and two adjustments to the DHP policy are proposed. These have been added to Appendix 3 with a more full explanation as follows:

1) Introduce a new category of support for private rented sector claimants subject to Local Housing Allowance restrictions who are in "exceptional circumstances" and where an award of DHP would offer financial and housing stability. Exceptional circumstances being situations that are particularly challenging and for an identifiable and specific reason, normally beyond the applicant's control and more than the financial pressure experienced by most people who rely on welfare benefits. Award DHP to meet the difference between HB or UC housing costs and one LHA rate above the rate applicable to the household's requirements with a limit of the 2 room rate for those aged less than 35 years. Examples of exceptional circumstances are when support is provided by Macmillan Cancer Support or similar organisation; those with terminal medical conditions; unexpected personal or family problems or illness. Each application would be considered on its own merit.

2) Increase the qualifying threshold for excess weekly income above essential expenditure from less than £20 to less than £50. Disability Living Allowance/Personal Independence Payment and Attendance Allowance are disregarded although all other income is taken into consideration. This adjustment should enable more families affected by the Benefits Cap to qualify.

7.0   SCOTTISH WELFARE FUND

7.1   2018/19 expenditure was £753,249 (12.26% more than core funding) £82,264 from the £100k anti-poverty fund allocation was used to meet the overspend. Appendix 5 provides more detail for the period 2016/19.

7.2 66 more Crisis Grants were approved compared with the previous year (2.45% increase) although expenditure was £5,317 less (-2.05%). The average grant awarded to UC claimants is £100 compared with £76.60 paid on average to those in other circumstances.
15 more Community Care Grants were made (1.48% increase). £20,173 less than 2017/18 decline in grant expenditure (-3.88%) The average Community Care Grant is £485.

7.3 The service anticipates spending all of the 2019/20 core allocation (£670,985) plus the £82,649 carried forward reserve. Officers will review the level of the supplementary Council funding for SWF and DHP as part of the 2020/21 Budget.

8.0 SOCIAL SECURITY SCOTLAND

8.1 1515 people in Inverclyde received the Carer Supplement (£334k) in 2018/19. Two payments of £226.20 will be made for 2019/20, the first in June and another in December 2019.

8.2 There is anecdotal evidence but no data at a local level to confirm that there has been a high uptake of the Best Start Grant Pregnancy and Baby Payment. Payments which parents apply for are £600 on the birth of the first child and £300 on the birth of any subsequent children. New grants being introduced by summer 2019 are the School Age Payment of £250 (applications will be taken from 3 June 2019), the Early Years Payment of £250 (date to be announced) and Funeral Expense Assistance (FEA) which is designed to help more people, due to its wider eligibility. Officers will investigate opportunities for the Registration Service to collaborate with the SSSA with the uptake of FEA. A new Job Grant to help young people moving back into employment is scheduled to be introduced by the autumn.

8.3 The next round of recruitment for the local service has begun. A Client Support Advisor team leader is expected to be in post in Inverclyde by September with further advisors due to be in post by December 2019.

8.4 Scottish Government estates have visited the Customer Service Centre and CVS for initial consideration of both premises. A final decision is to be made although the Customer Service Centre is officers' preference for the team's base.

9.0 FINANCIAL ADVICE & SUPPORT

9.1 East Renfrewshire Citizen Advice Bureau now have staff in place in relation to both the Universal Credit Support project they are operating for the DWP and also the Financial Health Check project that is being funded by the Scottish Government.

Universal Credit Support
The Universal Credit Support has a full-time staff member covering Inverclyde and the project will be providing support from when claimants make their first claim for Universal Support to when the first correct payment is made and will provide assistance in assessing eligibility, gathering evidence and making foodbank referrals. The service will be located in Greenock Jobcentre Monday to Friday from 1 pm until 3 pm offering appointments and a drop in service - this will increase or decrease depending on demand – it is also hoped to branch out into libraries and community centres however home visits will not be carried out.

The Jobcentre will carry out home visits as they already do if the client meets the criteria – financial barriers do not meet this criteria. Inverclyde Council's Universal Credit Guide has also been reprinted with new contact details added.

Financial Health Checks
The Financial Health Check project will provide a 0.5 FTE post for Inverclyde and it is anticipated the services provided through the project will be additional to existing Inverclyde services.
The services that will be provided will be:

- Basic debt advice
- Benefit uptake advice
- Money and budgeting advice

9.2 Disability Assistance Children and Young People (DACYP) will replace Disability Living Allowance (DLA) with an intended commencement date of Spring 2020.
Disability Assistance for Older People (DAOP) will replace Attendance Allowance (AA) with an intended commencement date of Autumn 2020. Disability Assistance for Working Age People (DAWAP) will replace Personal Independence Payments (PIP) with an intended commencement date of early 2021. As it currently stands Disability Assistance will not make any radical alterations, although there will be some modifications, to the structure of the current Disability Benefits that Disability Assistance will replace.

9.3 DACYP will extend eligibility beyond that of DLA from the young person's 16th to 18th birthday. It is anticipated that broad eligibility rules for DACYP will remain similar to DLA.
DAWAP will replicate the existing PIP points based test against a set of daily living and mobility descriptors to determine eligibility for DAWAP. Serious concern, however, is expressed as to the way in which the ability to move around is currently assessed and measured, in particular the use of the 20 metre rule. DAOP, it is anticipated, will remain similar to Attendance Allowance (AA) in terms of eligibility rules and the components that make up the benefit. It should be noted there is no mobility component for AA recipients. The Scottish Government has indicted an intention to conduct some exploratory work to assess how the mobility needs of older people can be better met.

9.4 This approach to decision making could have some implications for Council services in terms of provision of supporting information. Social Security Scotland will look to use existing information where possible to support decision making and will assume responsibility for the gathering of such information. The Scottish Government would like to understand what kind of information would help explain a claimant's disability and how it affects them in order for the Scottish Government to prioritise what information sources to test.

10.0 FREE SCHOOL MEALS

10.1 As part of the approved 2019/20 Revenue Budget, the Council took decisions to expand the provision of Free School Meals (FSM) as from August, 2019. The approved proposals were to provide FSM to all Primary 4 pupils and to raise the entitlement to FSM to include those with net earnings of £900/month, this latter proposal benefiting an estimated 230 families in terms of access to FSM and Clothing Grants. At a time of financial constraint these two changes with an annual cost of around £211,000 evidence the commitment the Council has to combatting the impact of poverty.

10.2 The Committee may also be aware that the Council was reported widely in the press following a recent Social Security Committee meeting in the Scottish Parliament. The discussion at the meeting centred around the Council being advised by the DWP that it was not allowed under current legislation to use information received by the DWP for Council Tax Reduction purposes to identify "pass porting" to Educational Benefits such as FSM and Clothing Grants. Since the discussion both the Scottish Parliament and Cosla along with the local MP have taken this issue up and any developments will be reported back to the Committee.

11.0 ANTI POVERTY FUND PROPOSALS

11.1 It is estimated that as at 31 March, 2019 the Anti-Poverty Fund has a balance of around £700,000. There are proposals totalling £100k detailed elsewhere in the agenda arising from the Child Poverty Strategy whilst two proposals totalling £13k were agreed as part of the recent Participatory Budgeting Pilot.

11.2 It is widely recognised that lack of access to IT equipment/connectivity and possessing the requisite IT skills can prove to be a barrier to many who are within the Benefits system and this barrier has increased significantly since the implementation of "Digital by Default" as part of the

recent Welfare Reforms.

11.3 With this in mind officers are proposing a 2 strand approach to be funded from the Anti-Poverty Fund. The first aspect is to provide free and improved Wi Fi access within a number of the Council's Community Facilities. This will allow members of the public to access free wi fi to complete claims, maintain logs and check emails whilst also providing a small amount of equipment for those who do not have the necessary hardware. Details are included in Appendix 6. The second aspect is for CLD to employ extra ICT tutors for a period of 2 years to provide increased and more intensive support to those who require it. Beneficiaries would be identified by the Council and Partners with the intention that the CLD resource is supported by volunteers to give a sustainable service going forward. More detail is given in Appendix 7. The cost of these 2 initiatives is estimated to be £206,000.

11.4 One of the successful Participatory Budgeting (PB) proposals related to a Cook School delivered by Home Start Renfrewshire & Inverclyde. The award of just under £2,000 was to provide a Cook School to a small number of vulnerable families to increase confidence and knowledge about cooking. Officers believe the scheme would fit well with the Anti-Poverty/Child Poverty agenda and would recommend increasing the PB funding to £5,000 with a commensurate increase in outputs.

12.0 IMPLICATIONS

12.1 Finance

The proposals in section 11 total £209,000 and allied to the proposals in the Child Poverty Strategy paper total £309,000. These costs, if agreed, will be met from the Anti-Poverty Fund.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Anti-Poverty Fund	EMR	2019/21	209	-	

Annually Recurring Costs/ (Savings)

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

12.2 Legal

There are no legal issues arising from this report.

12.3 Human Resources

There are no HR issues arising from this report.

12.4 Equalities

Has an Equality Impact Assessment been carried out?

X	Yes	Original DHP EIA has been amended to reflect the positive impact of the proposed changes
	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.

12.5 **Repopulation**

The Council's positive approach to the impact of Welfare Reform will assist with the Council's repopulation agenda.

13.0 CONSULTATIONS

13.1 The Welfare Reform Project Board endorse the proposed users of the Anti-Poverty Fund outlined in this report.

14.0 LIST OF BACKGROUND PAPERS

14.1 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	5768	34%	2800	198
Feb-19	5597	29%	2823	151
Mar-19	5675	28%	2969	148

Notes

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

Discretionary Housing Payments
Position 31.03.19

1/   SSSC (Bedroom Tax)

Applications Approved	1724	94.21%
Applications Not Eligible/Refused	87	4.75%
Applications Being Assessed	19	1.04%
	1830	

	£	
Paid to Date	1044269	Note 1
2018/19 Budget	951776	Note 2
(Under)/Overspend	92493	

2/ Other DHP Cases	£	
2018/19 Budget	160152	Note 3
less : Payments to 31/03/19	160191	Note 4
(Under)/Overspend	39	

Notes

1/   Represents 99.19% 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

31/03/2019

Category	Circumstances	Maximum Duration of Award/ Award to be reviewed	Amount of DHP (up to the stated % of the shortfall between HB and the rent charge – or otherwise stated)	Examples of Supporting Evidence
1	Claimants affected by the Social Sector Size Criteria (Working Age Housing Benefit claimants living in Housing Association tenancies)	For the full financial year	100% of the SSSC reduction	HB records
2a.	Claimants supported by the Homelessness Service in the Private Rented Sector	12 months	100%	Homelessness records
2b.	Claimants supported by the Homelessness Service into Social Sector housing	One- off payment	Up to the equivalent of 1 week's rent charge for the new tenancy	Housing Association notification Lease agreement
2c.	Benefit Cap	Until end of financial year	50%	HB records
3a.	Financial Hardship – Less than £50 income over expenditure each week	Until end of financial year	50%	Claimant statement/HB Assessment
3b.	Financial Hardship – Less than £50 income over expenditure each week – aged less than 35years and housed private rented sector	Until end of financial year	100%	Claimant statement/HB Assessment

Notes

DHP is awarded in order of priority with applications meeting the criteria for Category 1 being the first priority to Category 3 being the lowest priority

Category 1
- Applicants in category 1 are not subject to a financial assessment

Category 2
- Applicants in category 2 are subject to a financial assessment. Applicants are approved where income is less than £50 more than essential expenditure. Disability Living Allowance, Personal Independence Payment and Attendance Allowance are disregarded as income although all other income is taken into consideration.
- Awards for claimants supported by the Homelessness Service in the Private Rented Sector are limited to the equivalent of the difference between the HB award and one rate above the LHA rate for the household's requirements or the LHA 2 room rate, whichever is higher. Affordability of those supported by the Homelessness service will be monitored closely subject to an upper annual budget of £10k.
- Those affected by the Benefit Cap renting in the social sector – DHP is awarded based on the difference between HB and the rent charge
- Those affected by the Benefit Cap renting in the private rented sector – DHP is awarded based on the difference between HB and the LHA rate applicable to the household's requirements, unless determined to be exceptional circumstances.
- Private rented sector claimants subject to Local Housing Allowance restrictions who are in "exceptional circumstances". Award DHP to meet the difference between HB or UC housing costs and one LHA rate above the rate applicable to the household's requirements with a limit of the 2 room rate for those aged less than 35 years. Exceptional circumstances being situations that are particularly challenging and for an identifiable and specific reason, normally beyond the applicant's control and more than the financial pressure experienced by most people who rely on welfare benefits. Exceptional circumstances may be when support is provided by Macmillan Cancer Support or similar organisation; those with terminal medical conditions; unexpected personal or family problems or illness.

Category 3
- Applicants are approved where income is less than £20 more than essential expenditure. Disability Living Allowance, Personal Independence Payment and Attendance Allowance are disregarded as income although all other income is taken into consideration. This category will also be monitored closely and in line with 2013/14 could be subject to review depending on the level of spend.
- In the private rented sector DHP is awarded based on the difference between HB and the LHA rate applicable to the household's requirements or the 1 room rate for those aged under 35 years
- In the social sector DHP is awarded based on the difference between HB entitlement and the rent charge

Date: 1st June 2019

Scottish Welfare Fund
31st March 2019

Calls Answered	11909		
Applications	6294		
Applications Granted	3730	59.26%	
Applications Refused	1290	20.50%	Note 3
Applications Withdrawn	1203	19.11%	
In Progress	71	1.13%	
Referrals to DWP	245		Note 2

	Spend £000	Budget £000	Spend %
Crisis Grant paid (2756)	254	254/264	100%
Community Care Grants paid (1028) (includes 54 applications paying both CCG & CG)	499	517/507	96.52%
	753	771	97.67%

Note 1 1st Tier Reviews waiting decision = 0
1st Tier Review decisions = 86 (1.71%)
1st Tier Reviews upheld in customer favour = 46 (53.49%)
2nd Tier Reviews = 7 (as % of 1st tier decisions: 8.14%)
2nd Tier Reviews upheld in customers favour by SPSO = 2 (28.57%)   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.

Scottish Welfare Fund

	B/fwd from previous years	Core Funding	Grant Expenditure	Overspend	Overspend contained within:	
					c/fwd from previous years	Anti-Poverty recurring
2016/17	£ 69,923	£ 681,422	£ 685,167	£ 3,745	£ 3,745	£ -
2017/18	£ 66,178	£ 677,475	£ 778,740	£ 101,265	£ 66,178	£ 35,087
2018/19	£ 64,913	£ 670,985	£ 753,249	£ 82,264	£ 64,913	£ 17,351
2019/20	£ 82,649	£ 670,985				

	Crisis Grants		Community Care Grants		Total Grant Expenditure
2016/17	2353	£ 189,220	1003	£ 495,947	£ 685,167
2017/18	2694	£ 259,457	1015	£ 519,283	£ 778,740
2018/19	2760	£ 254,140	1030	£ 499,109	£ 753,249

Provision of Wireless and ICT within Community Facilities

Community Learning and Development have ambitions to implement Community Wi-Fi in key locations in areas of poorer provision to allow residents access to a full range of online services.

CLD have identified 9 existing Community sites and one proposed new site where there is desire to install this provision. The proposal would allow a standardised offering at a stable/fixed cost of approximately £9.5k per site that could be implemented in any of the listed facilities providing a 5 year fixed budget. (including refresh of tablet devices at mid-point of the project).

Location	Ward / SIMD Rank (Quintile)	Annual Footfall
I Youth Zone Port Glasgow	Ward1 2006 (2)	7,000
Gibshill Community Centre	Ward 2 1191 (1)	2,000
Craigend Resource Centre	Ward 3 114 (1)	40.000
Broomhill Gardens/ Community Hub	Ward 3 1334 (1)	
Auchmountain Halls	Ward 3 245 (1)	13,000
I Youth Zone Greenock	Ward 4 175(1)	2354
Grieve Road Community Centre	Ward 7 721 (1)	New Community Centre
Branchton Community Centre	Ward 6 795(1)	18,000
Youth Connection Burns Sq.	Ward 6 531(1)	4,500
Other Community Centre phase 2		

Each site would benefit from free secure wireless internet Access, access to two tablet and two laptop devices which would be fixed and secured using appropriate commercial grade security mounts. Internet access would have some suitable content filtering but generally provide open access to most areas of the web

Provision of desks and other furniture is not included. If facilities do not have the space for tablet/laptop provision it may be possible to provide a Wi-Fi only hotspot in any location where the council could install internet/broadband access.

Business Broadband	£3,400.00
1 x Meraki AP & Licence	£940.00
2 x Tablets (refreshed midway through project)	£1,800.00
2 x Laptops	£800.00
Infrastructure (Shared)	£1,250.00
Physical Security	£800.00
Branding/Signage/Instruction Leaflets	£500.00
Total	**£9,490.00**

Total cost of provision of the Service to all existing Community Sites would be £85,410. Two pilot sites at the I Youth Zone Port Glasgow and Youth Connections is being considered. The remaining sites would be delivered during a Phase 2 project if the pilot is considered successful.

COMMUNITY LEARNING AND DEVELOPMENT SERVICE

COMMUNITY BASED ICT DELIVERY PROPOSAL

Overview

Developing ICT skills is something which is difficult to do on limited hours, e.g.2hrs per week. For people learning ICT, research by Gonzalez, Ramirez and Viadel (2015) has suggested that a 20hrs basic skills course followed by 30hrs of tutorials to consolidate skills is necessary to upskill learners to a basic standard for today's world (internet searching, online form filling, email basics, basic security, basic functions). 50hrs is needed to be confident and if learners have significant literacies needs that numbers would be higher.

Model

Taking the former factors into account, delivery will be designed to encourage learners to attend the maximum number of hours possible, remove barriers to participation and encourage consolidation of learning and progression to further learning. Key features will include:

- initial engagement and assessment of need
- focus on individual needs, development of an ILP and delivery of a customised curriculum
- delivery of a range of flexible learning programmes, e.g. varying length and intensity, different levels of learning, contextualised and themed to suits a range of needs.
- Key themes and issue based short courses, e.g. financial inclusion
- individualised support build in to group learning for maximum impact.
- opportunities to consolidate learning using supported/independent learning and practice sessions.
- a trained volunteer tutor pool to provide one to one support for skills consolidation
- support for learners to bring and use their own IT resources/equipment
- delivery of accreditation in SQA ICT levels 2, 3 and 4, BCS qualifications, communication and personal achievement award.
- progression to CLD supported online learning opportunities including WCS e-learning, MS Word, Microsoft E-learning etc.
- additional support for Literacies and ESOL learners e.g. Learn my Way: using a computer, browsing the web, sending an email and finding a job online. This site offers bite sized learning at different levels and interactive activities for learners to practice their skills and Alison.com for ESOL beginners and above and for literacies learners level 4 and above.
- additional support for learners to access ICT, e.g. large tablets, bigger print, change of screen settings, Google speech, screen overlays and adaptive and assistive equipment.

Key Outputs

- delivery of 12 ICT/digital skills learning programmes on a weekly basis x 46 weeks per year
- support for 192 learners over 2 years (96 per year)
- recruitment, training and support of 16 ICT volunteers to support the delivery of programmes

Outcomes

- increased knowledge of the causes and impacts of barriers to ICT/digital skills learning, including additional support needs
- improved strategies to remove barriers to participation
- 192 learner have improved ICT/digital skills
- Improved evidence of the impact improved ICT/digital skills has on learners' lives.
- 192 learners can apply their skills in more than one context/area of life
- 25% of learners (48) gain an ICT related qualification
- Learning programmes are accessible and inclusive
- Learning programmes are sufficiently flexible, regular and accessible to encourage persistence and progression
- 50% of learners undertake 50 hours of learning or more
- 16 ICT volunteers support the delivery of ICT/digital skills programmes

Costs

Items	Weekly	Year 1	Year 2
Staffing	1.5 FTE at G Grade 55. 5 hours per week at £19.97 per hour = £1, 108	£57, 616	£58,192 (includes additional 3%)
Staff travel		£500	£500
Volunteer travel		£400	£400
Resources		£650	£650
Accreditation costs		£720	£720
Total costs		£59,886	£60, 462

Inverclyde
council

Report To:	Policy and Resources Committee	Date:	21 May 2019
Report By:	Steven McNab	Report No:	PR/13/19/KM
	Head of Organisational Development, Policy & Communications		
Contact Officer:	Louise McVey, Corporate Policy, Performance and Partnership	Contact No:	01475 712042
Subject:	Corporate Services Progress Report 2018/19		

1.0 PURPOSE

1.1 The purpose of this report is to update the Committee on the achievement of key objectives during 2018/19 by the Council's Corporate Services, as detailed in the Education, Communities and Organisational Development and the Environment, Regeneration and Resources Corporate Directorate Improvement Plans (CDIPs) 2016/19. Details are provided in the Appendices.

Appendix 1
Appendix 2

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

2.0 SUMMARY

2.1 The Council's current Corporate Directorate Improvement Plans 2016/19 were approved in May 2016. The Plans are reviewed annually and refreshed Plans for the period 2018/19 were approved by this Committee on 18 September 2018.

2.2 This is the final progress report on the delivery of the year 3 actions in the plans that relate to Corporate Services activity. Full details of progress are provided in Appendix 1.

2.3 The new, three year CDIPs for Education, Communities and Organisational Development and Environment, Regeneration and Resources Directorates are also on the agenda of this Committee.

2.4 The status of the CDIPs' improvement actions is:

Status	blue - complete	red - significant slippage	amber - slight slippage	green - on track
April 2019	6	-	2	18

2.5 In relation to the performance indicators in Appendix 2, the Committee is asked to note that the level of council tax collection reached its highest ever level in 2018/19, rising from 95.5% to 95.7% in 2018/19.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee notes:

a. the progress made by the Council's Corporate Services during 2018/19 in delivering the year three improvement actions detailed in their respective CDIPs; and

b. that this is the last progress report on the Corporate Services elements of the CDIPs for the period 2016 - 2019.

Ruth Binks
Corporate Director
Education, Communities and
Organisational Development

Scott Allan
Corporate Director
Environment, Regeneration and
Resources

4.0 BACKGROUND

4.1 Improving corporate and service performance is a key priority for Inverclyde Council. Information is regularly given to key stakeholders to allow them to evaluate and make informed judgements about performance and the achievement of key objectives.

4.2 CDIPs are a key component of the Council's Strategic Planning and Performance Management Framework. They are the principal vehicle for managing and delivering the strategic outcomes in the Council's Corporate Plan 2018/22, as well as the wellbeing outcomes which are Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included (SHANARRI).

4.3 The Environment, Regeneration and Resources CDIP 2016/19 was approved by the Environment and Regeneration Committee on 28 April 2016.

4.4 The Education, Communities and Organisational Development CDIP 2016/19 was approved by the Education and Communities Committee on 3 May 2016.

4.5 Progress regarding the delivery of these two CDIPs is reported to every second meeting of the relevant Service Committee. These progress reports provide Members with a summary of progress with the CDIPs' implementation and aim to give Committee and officers the opportunity to make appropriate judgements on where performance across the Council is improving, good or starting to decline. Additionally, because the CDIPs include improvement actions that are of a corporate nature, a separate Corporate Services Performance Report is submitted to every second meeting of the Policy and Resources Committee.

4.6 This report focuses on improvement actions that sit within the following Services: Finance and ICT; Legal and Property; Procurement; Organisational Development, Policy and Communications.

4.7 As detailed in Appendix 1, improvement actions have been allocated a 'BRAG' status:

blue - complete; red - significant slippage; amber - slight slippage; green - on track.

4.8 The CDIPs also contain key performance indicators, comprising statutory performance indicators and local performance indicators. These indicators provide an important measure of how our Corporate Services contribute to the Council's strategic aims. Information on indicators is gathered either quarterly or annually and performance reported to Committee at the appropriate time; the most recent position on the indicators is attached as Appendix 2.

5.0 YEAR THREE IMPROVEMENT PLAN - PROGRESS 2018/19

5.1 This is the final progress report on delivery of the CDIPs' Corporate Services improvement actions during 2018/19. The current status of the improvement actions is:

Status	blue - complete	red – significant slippage	amber - slight slippage	green - on track
April 2019	6	-	2	18

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

5.2 **Improvement actions with green status – on track**

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

Child Poverty Local Action Report

A draft Inverclyde Child Poverty Local Action Report has been developed. The LAR sets out the work that has been carried out to tackle child poverty and the actions that will be delivered in the coming year. The report will be presented to the IJB, Policy and Resources Committee and the Inverclyde Alliance.

Corporate Workforce Planning and Development

Succession plans have now been updated and work is underway to collate and process the data from the 2018/19 performance appraisals. Work on the development of a People and Organisational Development Strategy for 2020/23 is also underway.

Pay and Grading

The revised Pay and Grading Model has been agreed with the Trades Union and will now be progressed through Payroll.

Care Positive Employer

The Council has achieved the level 1 Award status. To establish level 2, the Council needs to establish a way for employees who are carers to review policies and the practical support offered to carers. Other Councils that have established level 1 have been contacted to learn from what happens elsewhere.

Service Accountancy

The FMS contract is extended to 2022. More clarity on the future of FMS beyond 2022 will be available by the end of this year.

5.3 **Improvement actions with amber status – slight slippage**

Two actions have an amber (slight slippage) status.

Customer Interactions

Work is ongoing with services in relation to new service development, however an issue has been identified with the integration between Kana and the Uniform system and work is ongoing to resolve this.

Implementation of Citizens Access for Revenues is also ongoing. The latest systems release has been received from Northgate and testing is on-going.

Post project evaluation

Two office AMP project reviews have been initiated. Six Education project post- occupancy evaluations have been undertaken with the summary reports at various stages of completion/collation. Completion of the reports has been impacted due to the retirement in August 2018 of the Quality Improvement Officer (School Estate).

5.4 **Improvement actions with a blue status – complete**

Six improvement actions are now complete.

<u>Service Statements</u>

The Council's Service Statements have been refreshed and the updated versions are available on the Council's website.

<u>Revenue Budget</u>

The 2019/20 budget was agreed by Inverclyde Council on 21 March 2019. The savings are all identified and will be monitored to ensure delivery.

<u>REVIT</u>

The new server and drive are operational.

<u>Healthy Working Lives</u>

The joint assessment and award for Gold Healthy Working Lives has been achieved. Responsibility for the submission is being rotated between OD, Policy and Communications and the Health and Social Care Partnership and is with the HSCP for 2018/19.

<u>Corporate Directorate Improvement Plans</u>

The Education, Communities and Organisational Development and the Environment, Regeneration and Resources Directorate have developed new Corporate Directorate Improvement Plans for the 3 year period 2019/22. The new CDIPs are on the agenda of this Committee.

<u>GDPR</u>

Regular updates will continue to be provided to the Corporate Management Team and the Policy and Resources Committee. The Council has a GDPR post-implementation Action Plan and this will continue to be progressed.

5.5 **Performance Indicators – 2018/19 Performance**

Performance targets were met, or were better than target in 2018/19 for the following indicators:

- The council tax collection rate in 2018/19 reached its highest ever level;
- The speed of processing changes in circumstances to Housing Benefit;
- The speed of processing new claims for Council Tax Reduction; and
- The number of complaints and compliments received by the Customer Service Centre
- The percentage of Customer Service Centre abandoned calls for both general and revenues and benefits calls

The end of year targets for the following performance indicators were not achieved in 2018/19:

- The percentage of invoices paid within 30 calendar days. Performance was 1.27% below target.
- The percentage of credit or debit card payments to registrars. Performance was 1% below target.

5.6 Performance information is currently being gathered on the percentage of performance appraisals completed in the year and the gender pay gap.

6.0 IMPLICATIONS

6.1 Financial implications - one-off costs:

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

Financial implications - annually recurring costs/(savings):

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

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

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

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

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 change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

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

7.0 CONSULTATION

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

8.0 BACKGROUND PAPERS

8.1 Environment, Regeneration and Resources CDIP 2016/19.
Education, Communities and Organisational Development CDIP 2016/19.

9.0 CONCLUSION

9.1 This is the final progress report on the improvement actions that sit within the Finance and ICT; Legal and Property; Procurement; Organisational Development, Policy and Communications sections of the Environment, Regeneration and Resources CDIP 2016/19 and the Education, Communities and Organisational Development CDIP 2016/19. This performance information is presented for Members' consideration and approval.

Appendix One – Improvement Actions

<p align="center">**CORPORATE SERVICES ANNUAL PROGRESS REPORT 2018/19**</p>

Corporate Improvement Actions 2018/19

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

		Corporate Improvement Actions 2018/19				
	Where do we want to be?	**How will we get there?**	**Status April 2019**		**Commentary April 2019**	**Corporate Plan priority**
1.	<u>The Community Empowerment (Scotland) Act 2015</u> The Council and the CPP are ready for the implementation of the Community Empowerment (Scotland) Act 2015, working with partners to deliver on the statutory requirements. Each element is in place across all Services. There are locality profiles and plans for the agreed localities across Inverclyde, mapping assets and issues, agreed with and led on by communities. Services/CPP partners and communities use these profiles to plan service delivery, targeting inequalities and working to reduce them All Inverclyde Alliance Partners are	Respond to Scottish Government guidance. Facilitate improved community engagement in the development of Locality Plans and community planning and the development of more robust community engagement methods, including Place Standard Create a community food growing strategy in partnership with the Environment Network of third sector and community organisations. Through the Community Engagement Network, highlight to the Alliance Board the resources required to effectively deliver on community empowerment/ engagement and capacity building, and make recommendations to the Alliance	●	green – on track	Qualitative baseline data has been established and updates are provided to each meeting of the Alliance Board in respect of locality planning. In respect of the Food Growing Strategy, the Council is legally obliged to submit a strategy by May 2020. A Council working group has been established to meet statutory duties and a community based group will also be established to support the creation of the strategy.	OP2

Appendix One – Improvement Actions

		Corporate Improvement Actions 2018/19				
	Where do we want to be?	**How will we get there?**	**Status April 2019**		**Commentary April 2019**	**Corporate Plan priority**
	investing in building the capacity of communities so that they may take full advantage of their rights set out in the Community Empowerment Act.	Board.				
2.	<u>Corporate Workforce Planning and Development</u> Continue to ensure workforce planning and development is integrated into CDIPs, risk registers and associated plans to address the key workforce challenges over the next 3 years and into the longer term.	Analysis of workforce data and learning needs with a coordinated approach to WP and L&D solutions. Including future workforce requirements.	●	green – on track	Succession plans have been updated and work is currently underway to collate and process the data from the 2018/19 performance appraisals. Work has commenced to develop the People and Organisational Development Strategy 2020/23.	OP10
3.	<u>Measuring impact on outcomes</u> Inverclyde Alliance and Inverclyde Council are better able to demonstrate impact on outcomes, at various levels across services and programmes.	Working with experts and other performance management specialists, processes will be developed to better measure impact on outcomes.	●	green – on track	The review of the Council's performance reporting is complete and has been reported to the CMT. The review has linked performance indicators to the Corporate Plan priorities. The annual report on the LOIP has been approved by the Alliance Board and is available on the Council's website. The first Annual Report on the Council's Corporate Plan will be	OP9

Appendix One – Improvement Actions

	Where do we want to be?	How will we get there?	Status April 2019		Commentary April 2019	Corporate Plan priority
					presented to the August Committee.	
4.	Service Statements The Council's Service Statements are up to date and reflect the changes made to the management structure.	Carry out a review of the Council's Service Statements	●	blue – complete	The updated Service Statements are published on the Council's website.	OP9
5.	Child Poverty Local Action Report An Inverclyde Child Poverty Local Action Report is developed capturing all the work being undertaken in the area to tackle child poverty. Inverclyde Council and HSCP are working towards the mitigation of the impacts of Child Poverty	Engagement with services and partners regarding work to tackle child poverty and production of the report. Multi-agency work with CELCIS on neglect.	●	green – on track	A draft Inverclyde Child Poverty Local Action Report has been developed and considered by the Alliance Board and CMT. It will also be presented to the IJB and the Alliance Board before being submitted to the Scottish Government. The LAR sets out both the work that has been carried out to tackle child poverty and the work that partners will take forward.	OP4 OP5
6.	Revenue Budget Balanced revenue budget 2019/20 which reflects Council priorities	Officer savings proposals reviewed and updated by the end of September, 2018 for consideration by the MBWG. Engagement with TUs and partners during process	●	blue – complete	The 2019/20 budget agreed on 21 March 2019. Savings are all identified and will be monitored to ensure delivery.	OP9

Corporate Improvement Actions 2018/19

Appendix One – Improvement Actions

	Corporate Improvement Actions 2018/19					
	Where do we want to be?	**How will we get there?**	**Status April 2019**		**Commentary April 2019**	**Corporate Plan priority**
		Balanced budget approved February/March 2019				
7.	Digital Strategy Progress towards and completion of agreed actions	2017/20 Strategy approved by Committee – June 2017 Updates on progress to every 2nd Committee	●	green – on track	Quarterly updates are provided to the Policy and Resources Committee. Most strategy actions are broadly on target with several systems now fully live or undergoing user acceptance testing. An issue has been encountered with integration between systems that will delay implementation of one key aspect of the strategy, but overall the strategy remains on track.	OP9
8.	ICT Strategy Progress towards and completion of agreed actions	2017/20 ICT Strategy approved by Committee – June 2017	●	green – on track	Quarterly updates are provided to the Policy and Resources Committee. Significant progress has been achieved, particularly in areas of Cyber and ICT security. All other strategy actions are on target.	OP9
9.	Procurement Strategy PCIP has replaced PCA. The	The Procurement Strategy sets out goals and timescales	●	green – on track	PCIP carried out in November 2018. A score of 69% was achieved. The next assessment will be carried	OP9

Appendix One – Improvement Actions

	Where do we want to be?	How will we get there?	Status April 2019		Commentary April 2019	Corporate Plan priority
Corporate Improvement Actions 2018/19						
	previous score was 66% which placed the Council on an equal footing with peers. A similar or better performance in PCIP would represent success.				out in 2020.	

Appendix One – Improvement Actions

<table>
<tr><th colspan="7">Cross Directorate Improvement Actions 2018/19</th></tr>
<tr><th></th><th>Where do we want to be?</th><th>How will we get there?</th><th colspan="2">Status
April 2019</th><th>Commentary
April 2019</th><th>Corporate Plan priority</th></tr>
<tr>
<td>10.</td>
<td>Change Management

ERR and ECOD services have been reviewed and where appropriate redesigned to ensure they are fit for purpose, meet customer's needs and are efficient.</td>
<td>Continue to meet regularly and progress specific projects.

Detailed projects are established.

Ongoing work with the Policy and Resources Committee and Members Budget Working Group.</td>
<td>🟢</td>
<td>green – on track</td>
<td>This is on track in terms of regular meetings and officers are progressing all change management proposals.</td>
<td>OP9</td>
</tr>
</table>

Appendix One – Improvement Actions

Service Improvement Actions 2018/19

These improvement actions will be implemented by individual Council Services

	Service Improvement Actions 2018/19 Finance and ICT				
	Where do we want to be?	**How will we get there?**	**Status April 2019**	**Commentary April 2019**	**Corporate Plan priority**
1.	<u>Service Accountancy</u> Increase value added professional support to services, improve the budget management by budget holders. Medium term solution for the FMS	Support existing employees through professional training (Summer 2019) Improve management information and improve budget holder self-reliance. Continue to participate in Apprenticeship Programme. (From now to 2020) Explore options for extension or replacement of FMS over next 2/3 years	● green – on track	FMS contract extended to 2022, more clarity on future of FMS beyond 2022 will be available by the end 2019.	OP10
2.	<u>Revenues and Customer Services</u> Continue to manage the roll out of Universal Credit and the migration of the live load over to UC. Work force which reflects the reducing caseload and demand for SWF/DHP	Active management of vacancies and release of staff through voluntary severance. Ongoing review of impact on Benefits/CSC workload Timescale from now until 2021/22	● green – on track	Universal Credit timescale moved to 2022/23. Regular updates are provided to the Welfare Reform Project Board and reports to each Policy and Resources committee. Universal Credit delivery is tracked with both internal and external partners. Work force planning: there is selective recruitment of vacant posts and voluntary severance. Demand on	OP4 OP10

Appendix One – Improvement Actions

		Service Improvement Actions 2018/19 Finance and ICT				
	Where do we want to be?	**How will we get there?**	**Status April 2019**		**Commentary April 2019**	**Corporate Plan priority**
					SWF expenditure exceeding Scottish Government allocation contained within Welfare Reform recurring budget.	
3.	<u>Revenues and Customer Services</u> Successful implementation of the Barclay Review meeting all timescales set out in the Review – Timescale from now until April 2020 Resilient & stable NDR Service via a potential collaboration with one or more councils for the delivery of NDR services	Ensuring knowledge transfer to relevant officers. Ensure that software upgrades are received, tested and implemented timeously. Participation in relevant communications with key parties and analysis of cost and capability of potential partners.	🟢	green – on track	Legislative and system changes to date have been implemented timeously and relevant officers have received training on changes. The Chief Financial Officer is progressing the NDR collaboration through communication with key internal and external partners and is evaluating the associated costs and operational issues; senior revenues staff are involved in the planning.	OP10
4.	<u>Customer Interactions</u> Move customers away from traditional costly channels of communication to digital channels	Ongoing development of alternative channels supported by CSC encouraging channel shift. Development of Citizens Access for Revenues and upgrades to KANA and associated systems (Autumn/Winter 2018)	🟡	amber - slight slippage	Kana system upgrades are complete and undergoing user acceptance testing is completed as far as possible. Development work is ongoing with the services for the new service development however an issue has been identified with integration between Kana and the Uniform system, work is ongoing to resolve this. Implementation of Citizens Access for Revenues is ongoing, Latest systems release has been received	OP9

Appendix One – Improvement Actions

	Where do we want to be?	How will we get there?	Status April 2019		Commentary April 2019	Corporate Plan priority
					from Northgate, testing is on-going. Any issues identified via testing will be reported to Northgate	

Service Improvement Actions 2018/19
Finance and ICT

Appendix One – Improvement Actions

	Service Improvement Actions 2018/19 Legal and Property Services					
	Where do we want to be?	**How will we get there?**	**Status April 2019**		**Commentary April 2019**	**Corporate Plan priority**
5.	Post-project evaluation The implementation of Post-Project review for completed projects allows the Council to identify benefits realisation and to incorporate learning into new projects going forward.	The post-project evaluation follows a straightforward questionnaire-led approach. Officer resource required in connection with the Client / Technical Lead role in collation of reports.	🟠	amber – slight slippage	Two office AMP project reviews have been initiated. Six Education project post-occupancy evaluations have been undertaken with the summary reports at various stages of completion / collation. Completion of the reports has been impacted due to the retirement in August 2018 of the Quality Improvement Officer – School Estate.	OP9 OP10
6.	REVIT The service is able to hold information on a central system which can be accessed by all users across the network.	Server has been procured in order to accommodate REVIT storage space requirements.	⚫	blue – complete	New server and drive operational	OP9
7.	GDPR GDPR compliance across all services with robust systems for monitoring and review.	Programme of scheduled training for services and Elected Members and continued briefing updates, where relevant, during 2018/19. Programme of training for Year 1 to June 2019 being managed through Information Governance team.	⚫	blue – complete	Regular updates will continue to be provided to the Corporate Management Team and the Policy and Resource Committee. The Council has a GDPR Post Implementation Action Plan and this will continue to be progressed.	OP9 OP10

Appendix One – Improvement Actions

<table>
<tr>
<th colspan="7">Service Improvement Actions 2018/19
Procurement</th>
</tr>
<tr>
<th></th>
<th>Where do we want to be?</th>
<th>How will we get there?</th>
<th colspan="2">Status
April 2019</th>
<th>Commentary
April 2019</th>
<th>Corporate Plan priority</th>
</tr>
<tr>
<td>8.</td>
<td><u>SME and Local Supplier engagement in procurement activity</u>

Policy required on inviting SME and local suppliers to bid for quotes and encourages engagement on tendering.</td>
<td>On-going monitoring of the success in inviting SME and local supplier to bid for quotes and the numbers who seek the assistance of Supplier Development Programme.</td>
<td>🟢</td>
<td>green – on track</td>
<td>All quotations have been completed using the policy in relation to inviting local suppliers where a local supplier exists. This policy ensures that at least 50% of the invited field of suppliers are local. All quotations in the same period are compliant with the requirement to have at least 50% of the invited field being SMEs.</td>
<td>OP3</td>
</tr>
</table>

Appendix One – Improvement Actions

	Service Improvement Actions 2018/19 Organisational Development, Policy and Communications				
	Where do we want to be?	**How will we get there?**	**Status April 2019**	**Commentary April 2019**	**Corporate Plan priority**
9.	<u>Corporate Identity, Branding and Messaging</u> A new overarching guide to how the council presents itself visually through printed, online and individual communications.	Conduct a thorough review of the council's corporate identity, branding and messaging Create a new 'how we present ourselves' protocol which includes corporate identity and branding guidance.	● green – on track	This action has developed into the marketing and communications activity linked to the work of the Population Partnership.	OP1
10.	<u>Tourism and Destination</u> Inverclyde Council supports the wider City Region in regards to tourism Boost tourism across the city region by 2023 by a million additional visitors for the city region.	Support a range of region wide initiatives. Inverclyde Council will also lead on production of an annual calendar of events across the city region; development of a communications plan for events communicating with residents; maximising opportunities for the year of coast and water in 2020, linking with transport providers to improve connectivity and support, through the City Deal Greenock Ocean Terminal project doubling cruise ship passengers in the region.	● green – on track	Action on City Region Councils to support delivery of the strategy and action plan.	OP1
11.	<u>Health and Safety Management</u> Be able to record and monitor key action	Develop and test the relevant modules in the Figtree system. Change over the current incident	● green – on track	The Incident Reporting System is now live and being fully utilised, the hazard and action modules are being utilised for	OP10

Appendix One – Improvement Actions

<table>
<tr>
<td colspan="6">Service Improvement Actions 2018/19
Organisational Development, Policy and Communications</td>
</tr>
<tr>
<td></td>
<td>Where do we want to be?</td>
<td>How will we get there?</td>
<td colspan="2">Status
April 2019</td>
<td>Commentary
April 2019</td>
<td>Corporate Plan priority</td>
</tr>
<tr>
<td></td>
<td>points and control measures which require to be implemented at Service level.

Monitor and record that implementation has taken place.

Integrate accident reporting function with Finance Insurance section to enable a more streamlined investigation and recording process ensuring that all documentation is readily available for use in the event of a claim.</td>
<td>reporting system to the Figtree system.

Bring online the audit and assessment modules and pilot them in selected areas (Fire Risk Assessment, Education and Environmental and Commercial Services.

Develop the reporting function to bring statistical information to the Corporate Health and Safety Committee as required.</td>
<td colspan="2"></td>
<td>incident reports and this will continue to be developed. Statistical information from incidents is being reported on and this will be expanded to include monitoring of actions.

This action will continue to be taken forward through the new CDIP 2019/22.</td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td><u>Pay and Grading</u>

A revised pay and grading model is in place.</td>
<td>Models will be developed for consideration to incorporate Living Wage and other recommendations from Equality Impact Assessments.

April 2019</td>
<td>●</td>
<td>green – on track</td>
<td>A revised Pay and Grading Model has been agreed by the Trades Union. This will be progressed through Payroll.

This action will be taken forward in the new CDIP 2019/22.</td>
<td>OP10</td>
</tr>
<tr>
<td>13.</td>
<td><u>Care Positive Employer</u>

The Council has achieved a higher level of award</td>
<td>Develop submission for award, engage with employees who are carers, ensure our policies and practices are reviewed to meet the necessary standards.</td>
<td>●</td>
<td>green – on track</td>
<td>The Council has achieved the Level 1 Award and reviewing the requirements for the Level 2 Award. An employee consultation exercise is required to be carried out.</td>
<td>OP10</td>
</tr>
</table>

Appendix One – Improvement Actions

<table>
<tr><td colspan="6">Service Improvement Actions 2018/19
Organisational Development, Policy and Communications</td></tr>
<tr>
<td></td>
<td>Where do we want to be?</td>
<td>How will we get there?</td>
<td>Status
April 2019</td>
<td>Commentary
April 2019</td>
<td>Corporate Plan priority</td>
</tr>
<tr>
<td>14.</td>
<td><u>Healthy Working Lives</u>

Joint assessment and award between the Council and HSCP for Healthy Working Lives accreditation</td>
<td>Submission is made jointly between HSCP and the Council to Healthy Working Lives</td>
<td>● blue – complete</td>
<td>The joint assessment and award for Gold Healthy Working Lives has been achieved. Responsibility for the submission is being rotated between OD, Policy and Communications and the Health and Social Care Partnership. It is with the HSCP for 2018/19.</td>
<td>OP6
OP10</td>
</tr>
<tr>
<td>15.</td>
<td><u>Corporate Directorate Improvement Plans</u>

Review guidance and engage with services to develop new CDIPs for 2019 to 2022, reflecting new Corporate Plan, new LOIP, Locality Planning and Management Restructure.</td>
<td>Work with CQIG to develop new guidance.

Carry out workshops with Directorates to develop new plans</td>
<td>● blue – complete</td>
<td>New Corporate Directorate Improvement Plans for the Education, Communities and Organisational Development and the Environment, Regeneration and Resources Committee are on the agenda of this meeting.</td>
<td>OP9</td>
</tr>
</table>

Appendix One – Improvement Actions

Capital Projects Improvement Actions 2018/19

	Capital Projects Improvement Actions 2018/19				
	Where do we want to be?	**How will we get there?**	**Status April 2019**		**Commentary April 2019**	**Corporate Plan priority**
1.	School Estates Management Plan (SEMP) Fully refurbished school estate to high quality, modern standards.	SEMP investment is fully approved and capacity will be provided by Legal and Property Services with external Hub construction projects where required. Delivery by 2020.	●	green – on track	Regular reports are presented to Committee on the School Estate Management Plan's progress. This is ongoing until 2020.	OP1 OP3 OP9

Appendix Two – Performance Indicators

CORPORATE SERVICES PROGRESS REPORT 2018/19 – PERFORMANCE INDICATORS

April 2019

The Council's key performance indicators help demonstrate performance in terms of strategic and operational objectives. These indicators include statutory performance indicators and local performance indicators. Full year figures for 2016/17, 2017/18 and 2018/19 (where available) are shown below, together with the 2018/19 targets:

Key performance measure	Performance 2016/17	Performance 2017/18	Performance 2018/19	Target 2018/19	Commentary
Council Tax: in-year collection level[1]	95.3%	95.5%	95.7%	95.5%	Performance is 0.2% higher than 2017/18 and better than target.
Speed of Benefits processing changes in circumstances to HB	4 days	4 days	3.74 days	4 days	Performance in 2018/19 was better than target
Speed of Processing new claims for Council Tax Reduction (From November 2016)	36 days	30days	33 days	34 days	Performance in 2018/19 was better than target
Creditor payments: number of invoices paid within 30 calendar days of receipt as a % of all invoices paid	96.6%	97.13%	95.86%	97.13%	The target for 2018/19 was not achieved. Performance is 1.27% lower than in March 2018.

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[1] This is a year-end target. A higher % of Council Tax is expected to be paid in the first 3 quarters of the year than in the final quarter. Most Council Tax customers pay by 10 monthly instalments from April to January each year; therefore, dividing the annual target by 4 quarters would not give a true reflection of the expected income in each quarter

Appendix Two – Performance Indicators

Key performance measure	Performance 2016/17	Performance 2017/18	Performance 2018/19	Target 2018/19	Commentary
CSC Complaints	38	14	20	20	Performance target has been met.
CSC Compliments	58	81	96	63	Performance target has been exceeded.
Customer Service Centre – abandoned calls • Revenues and Benefits • General	 23% 7%	 25% 7%	 18% 7%	 20% 7%	Target has been met for percentage of abandoned general calls and performance was better than target for the percentage of abandoned calls to revenues and benefits
Registrars – Percentage of payments made by debit/credit card	-	50%	59%	60%	Performance is 1% lower than the target
Performance appraisals: the % of performance appraisals completed	93	94	This information is currently being calculated	92	
Equal opportunities: % of the highest paid 5% of earners among Inverclyde Council employees that are women (excluding teachers) (CORP 3b)	52.9	53.9	This information is currently being calculated	50.6	

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

Inverclyde
council

Report To:	**Policy and Resources Committee**	**Date:**	**21 May 2019**
Report By:	**Steven McNab** **Head of Organisational Development,** **Policy and Communications**	**Report No:**	**PR/14/19/KM**
Contact Officer:	**Louise McVey** **Corporate Policy, Performance and** **Partnership Manager**	**Contact No:**	**2042**
Subject:	**NRS Mid-Year Population Estimates (2018) for Inverclyde and Scotland**		

1.0 PURPOSE

1.1 The purpose of this report is to provide the Policy and Resources Committee with details of the latest mid-year population estimates (2018) published by the National Records of Scotland (NRS) on 25 April 2019.

2.0 SUMMARY

2.1 The estimated population of Inverclyde as at 30 June 2018 was 78,150. This is a 610 (-0.77%) decrease compared to the 2017 mid-year population estimate (78,760) and the largest population decrease in Scotland. In contrast, Scotland's population is estimated to have increased by 0.2% between 2017 and 2018 to a record high of 5,438,100.

2.2 Inverclyde is one of 14 council areas in Scotland to have had an estimated decrease in population between mid-2017 and mid-2018. Of those councils affected by a reduction in population, the extent of decline ranges from -0.08% in East Ayrshire to -0.77% in Inverclyde. Appendix 1 shows the population change in council areas across Scotland between mid-2017 and mid-2018.

2.3 The largest driver of population change in Inverclyde between mid-2017 and mid-2018 continues to be negative natural change (-0.53%). There were 1,080 deaths in Inverclyde compared in 662 births during this period, resulting in natural change of -418. Death rates in Inverclyde have increased again while birth rates have continued to fall. The 10 year trend in births and deaths and natural change is shown in charts 1 and 2 below.
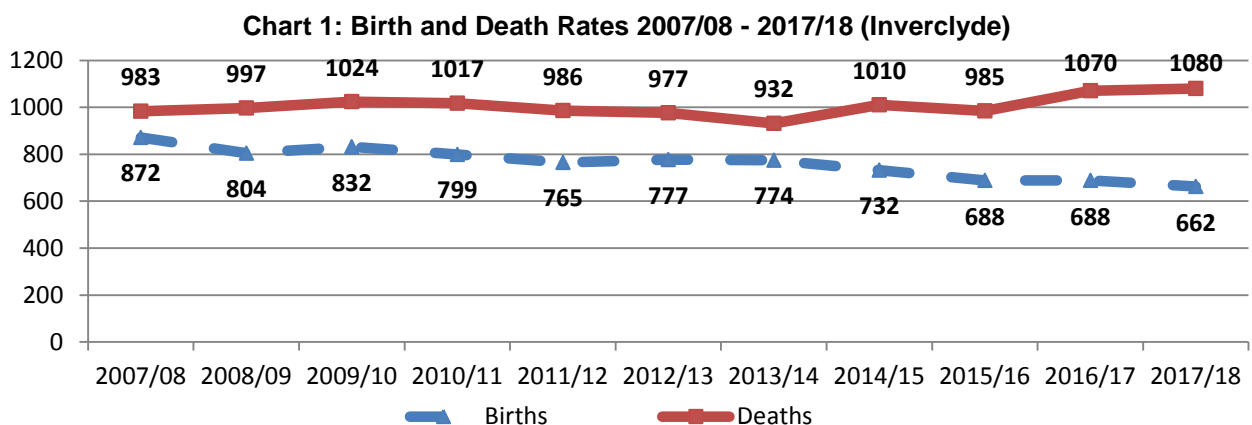
Chart 1: Birth and Death Rates 2007/08 - 2017/18 (Inverclyde)

1

Chart 2: Natural Change in Inverclyde (births - deaths)

-111	-193	-192	-218	-221	-200	-158	-278	-297	-382	-418

2007/08 2008/09 2009/10 2010/11 2011/12 2012/13 2013/14 2014/15 2015/16 2016/17 2017/18
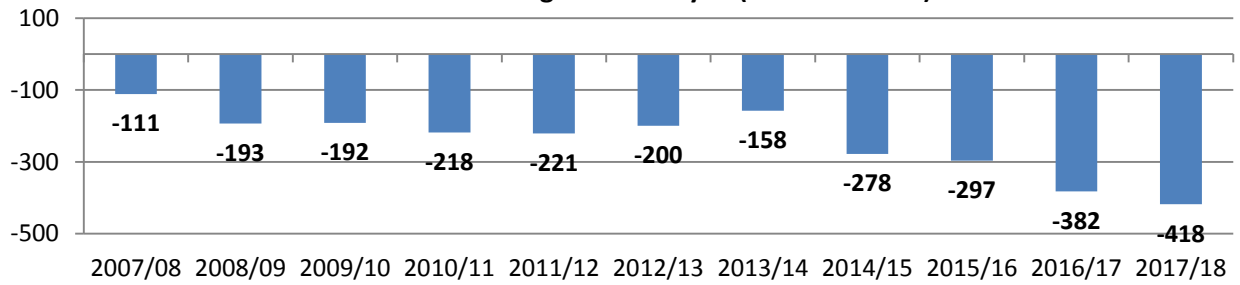
Additional trend information on birth and death rates in Inverclyde over the past 10 years is provided in Appendix 2.

2.4 According to the National Records of Scotland 'Inverclyde Council Area Profile', Inverclyde had the second highest standardised death in Scotland in 2017. The leading cause of death for males in 2017 was ischaemic heart disease, whilst for females the leading cause of death was dementia and Alzheimer Disease. Appendix 3 provides further information on the leading causes of death for males and females in Inverclyde.

2.5 Scotland also suffered from negative natural change over the same period (-0.14%), with 7,700 more deaths than births, which is the largest natural decrease on record. This is attributed to a 10% increase in the number of deaths nationally between December 2017 and March 2018, compared with the previous year.

2.6 Following a small positive net migration figure (+10) in Inverclyde in the year to mid-2017, it is disappointing that the latest estimates show that between mid-2017 and mid-2018, out-migration in Inverclyde was again higher than in-migration, with an estimated 1,470 people moving into the area and 1,650 leaving, resulting in net civilian migration of -180, or -0.22%. The level of out-migration is higher than in any of the previous 6 years shown in the chart below, which tracks the migration pattern in Inverclyde since the 2011 Census.

Chart3: Inverclyde migration pattern mid 2011 - mid 2018

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
out-migration	1630	1563	1646	1592	1586	1508	1650
in-migration	1325	1403	1376	1456	1530	1518	1470

- - ◆ - in-migration   ──■── out-migration
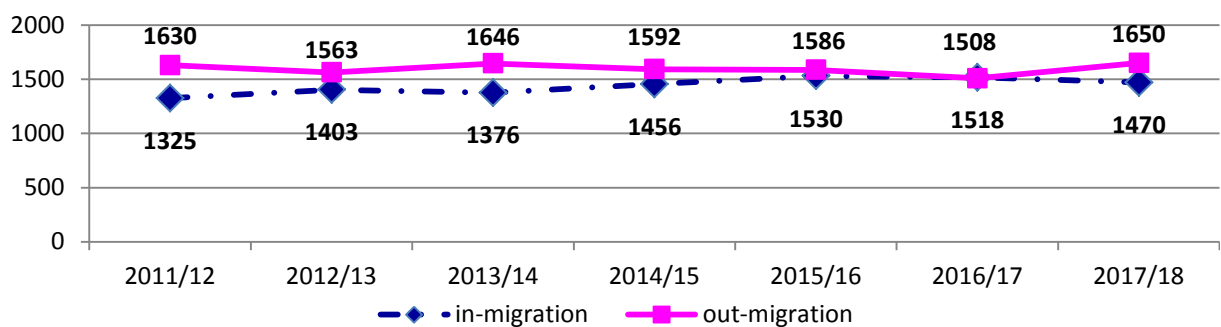
Chart 4 (below) shows the change in annual net migration over the same period.

Chart 4: Annual net migration 2011/12 - 2017/18

2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
-305	-160	-270	-136	-56	10	-180
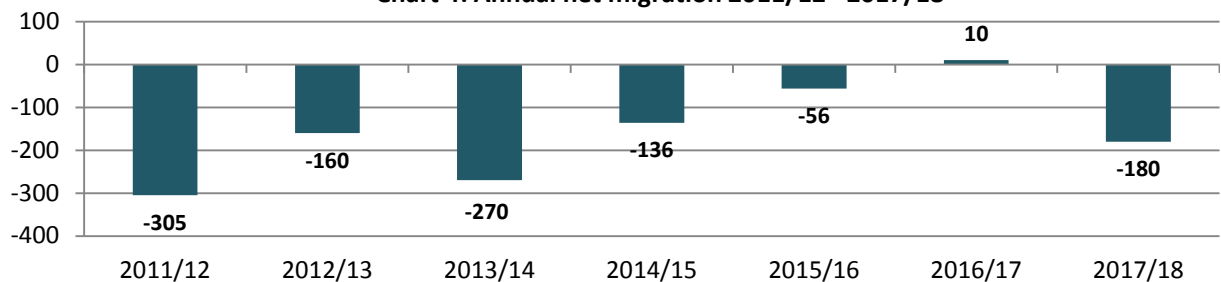
By contrast, Scotland had an estimated net civilian migration figure of 20,900 (0.38%). The

2

component change in population, including natural change and migration levels, for all Scottish council areas is provided in Appendix 4.

2.7 Of those moving into Inverclyde, 71% of people came from within Scotland, 24% of in-migrants came from the rest of the UK and 5% from overseas. Of those leaving Inverclyde, 76% went elsewhere in Scotland, 16% went to the rest of the UK and 8% went overseas. The origin and destination of migrants for all council areas is provided in Appendix 5.

2.8 The age structure of Inverclyde's population remains unchanged from 2017 and continues to broadly reflect the national picture:

- 16% of the population is aged under 16 years (Scotland, 17%)
- 63% of the population is aged 16-64 years (Scotland, 64%)
- 21% of the population is aged 65 years and over (Scotland, 19%)

2.9 Looking at population changes nationally, the council areas with the largest population increases between mid-2017 and mid-2018 were Midlothian (+1.39%), City of Edinburgh (+1.03%) and East Lothian (+0.91%). Midlothian had the highest level of migration from within Scotland of all council areas (1.2%).

2.10 The area with the largest proportion of its population leaving for other areas within Scotland was Aberdeen City, which saw 0.8% of its mid-2017 population leave for another council area in the year to mid-2018. This is likely to be attributable to the downturn in the economy of Aberdeen City in recent years.

2.11 Appendix 6 shows the levels of economic activity and inactivity across all council areas in Scotland. The chart shows that some council areas in Scotland experiencing depopulation between 2017-2018 still have high levels of economic activity, relative to other areas in Scotland, demonstrating the multi-faceted nature of depopulation.

2.12 Currently, work around repopulation is primarily the responsibility of the Inverclyde Alliance Population Partnership and an Action Plan on repopulation was considered by the Alliance Board at its meeting on 18 March 2019. The implications of these latest population figures will be considered by the Population Partnership and next steps agreed in line with the approved Action Plan.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Policy and Resources Committee:

- Notes the latest mid-year population estimates for Inverclyde and Scotland;
- Remits it to the Inverclyde Alliance Population Partnership to consider and report back these latest population statistics and agree any additional actions in connection with these including information on natural change and migration.

Steven McNab
Head of Organisational Development, Policy and Communications

4.0 BACKGROUND

4.1 The National Registers of Scotland (NRS) is the responsible agency of the Scottish Government that handles all matters relating to population and household statistics, including the Census and mid-year estimates. On 25 April 2019 the National Records for Scotland (NRS) published 'Mid-Year Population Estimates Scotland, Mid 2018'. The report provides population estimates for Scotland, its council areas and NHS boards by sex and age.

4.2 Population estimates are based on the census (2011) and are updated annually to account for the population change in the period 1 July - 30 June. The two main contributors to population change are natural change (births minus deaths) and net migration (the difference between long term moves into and out of the UK or local areas).

4.3 In addition, every two years the Office of National Statistics (ONS), in consultation with NRS and the other constituent countries of the UK, produces a principal population projection and a number of variant projections based on alternative plausible assumptions of future fertility, mortality and migration, at a national level for the UK and its constituent countries. The last population projection report was published on 28 March 2018.

4.4 The census and associated population measures have a significant bearing on a number of strategic issues most notably Government Funding and Housing/Planning Policy Development. Projections are also used as a framework for resource allocation and local planning in areas such as education and health.

4.5 Stemming and ultimately reversing population decline is a key priority for the Council and its partners involved in the regeneration of Inverclyde.   Currently work around repopulation is primarily the responsibility of the Inverclyde Alliance Population Partnership.

5.0 INVERCLYDE MID YEAR POPULATION ESTIMATE (30 JUNE 2018)

5.1 As at 30 June 2018, the population of Inverclyde was estimated to be 78,150, this is a 610 (-0.77%) decrease compared to the 2017 mid-year population estimate, 78,760.

5.2 Inverclyde is one of 14 council areas in Scotland to have had an estimated decrease in population between mid-2017 and mid-2018. Population decline ranges from -0.08% in East Ayrshire to -0.77% in Inverclyde. Appendix 1 shows the population change in council areas across Scotland between mid-2017 and mid-2018.

5.3 The largest driver of population change in Inverclyde between mid-2017 and mid-2018 continued to be negative natural change (-0.53%). There were 1,080 deaths in Inverclyde compared in 662 births, resulting in natural change of -418. The 10 year trend in births and deaths and natural change is shown in charts 1 and 2 below.

Chart 1: Birth and Death Rates 2007/08 - 2017/18 (Inverclyde)
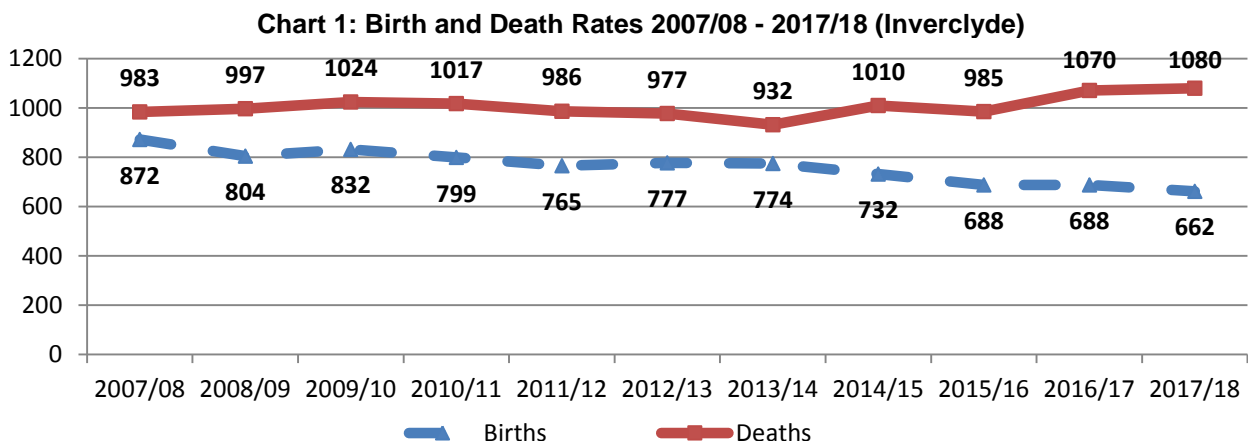
Chart 2: Natural Change in Inverclyde (births - deaths)
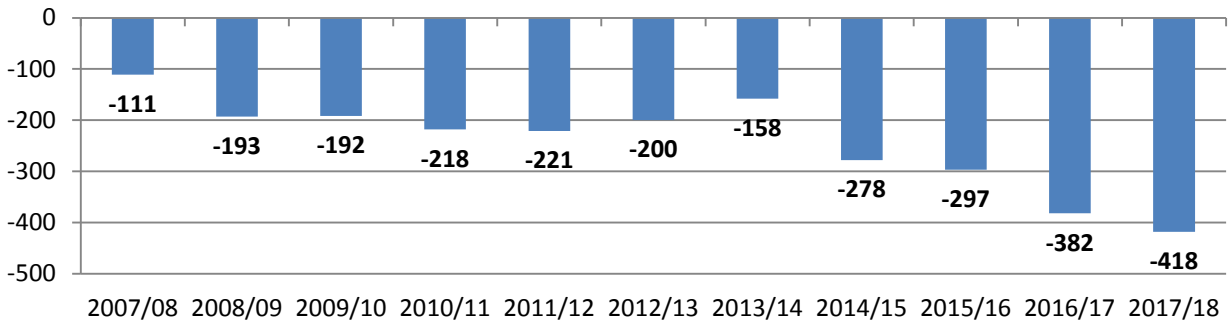
Additional trend information on birth and death rates in Inverclyde over the past 10 years is provided in Appendix 2.

5.4 According to the National Records of Scotland 'Inverclyde Council Area Profile', Inverclyde had the second highest standardised death in Scotland in 2017, 12.6 (deaths per 1,000 population) in Inverclyde compared to 10.7 (deaths per 1,000 population in Scotland). The leading cause of death for males in 2017 was ischaemic heart disease, followed by lung cancer. The leading cause of death for females in the same year was dementia and Alzheimer Disease followed by ischaemic heart disease. Appendix 3 provides further information on the leading causes of death in Inverclyde.

5.5 A far smaller proportion of population change is due to 'other' changes' (-0.02%), which includes changes in the number of prisoners or armed forces populations.

5.6 Following a small positive net migration figure (+10) in Inverclyde in the year to mid-2017, it is disappointing that the latest estimates show that between mid-2017 and mid-2018, out-migration in Inverclyde was again higher than in-migration, with an estimated 1,470 people moving into the area and 1,650 leaving, resulting in net civilian migration of -180 or -0.22%. The level of out-migration is higher than in any of the previous 6 years shown in the chart below, which tracks the migration pattern in Inverclyde since the 2011 Census.

Chart 3: Migration pattern mid 2011 - mid 2018
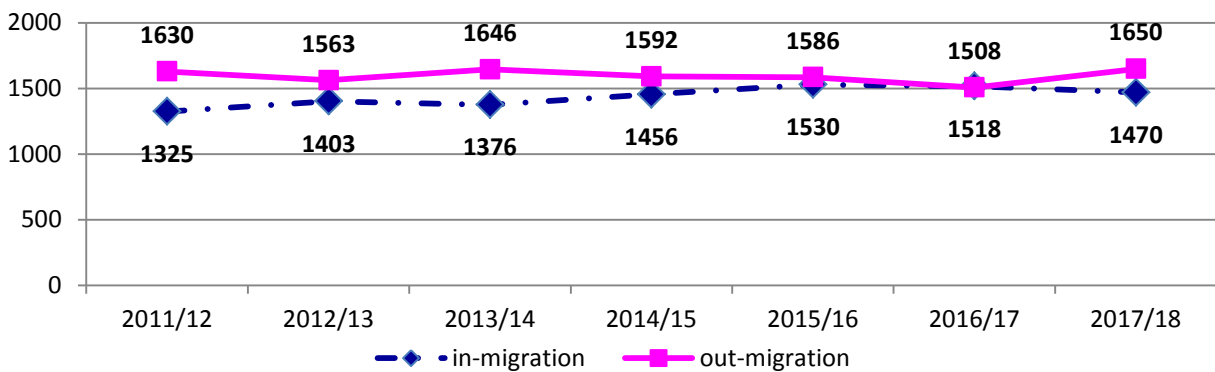
Chart 4 below shows the change in annual net migration figures over the same period.

Chart 4: Annual net migration 2011/12 - 2017/18

Year	Net migration
2011/12	-305
2012/13	-160
2013/14	-270
2014/15	-136
2015/16	-56
2016/17	10
2017/18	-180
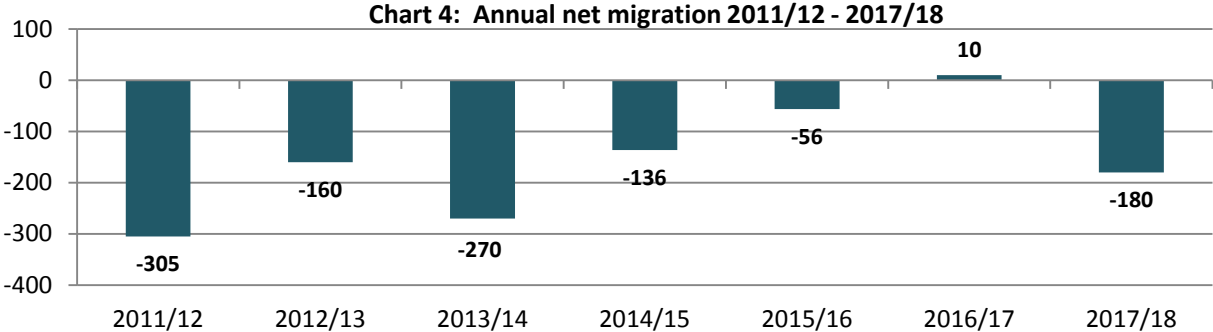
The components of population change, including natural change and migration, for all Scottish council areas is shown in Appendix 4.

5.7 Of those moving into Inverclyde, 71% of people came from within Scotland, 24% of in-migrants came from the rest of the UK and 5% from overseas. Of those leaving Inverclyde, 76% went elsewhere in Scotland, 16% went to the rest of the UK and 8% went overseas. The origin and destination of migrants across all council areas is provided in Appendix 5.

5.8 The age structure of Inverclyde's population in mid-2018 remains unchanged from 2017 and broadly reflects the national picture:

- 16% of the population is aged under 16 years (Scotland, 17%)
- 63% of the population is aged 16-64 years (Scotland, 64%)
- 21% of the population is aged 65 years and over (Scotland, 19%)

6.0 NATIONAL POPULATION CHANGES

Mid-2018 estimates

6.1 Scotland's estimated mid-2018 population was 5,438,100. Scotland's population has increased every year for the past 18 years to a record high in 2018.

6.2 Scotland's population growth has slowed in the past two years from 0.6% in the year to mid-2016 to 0.2% in the year to mid-2018 (13,300 people).

6.3 The change in the population nationally has been driven by positive net migration, which despite decreasing over the past two years, still saw 20,900 more people arriving in Scotland than leaving. Migration has been the main driver of Scotland's population growth over the past 18 years.

6.4 In contrast, Scotland has negative natural change with 7,700 more deaths than births over the same period, which is the largest natural decrease on record. This is attributed to a 10% increase in the number of deaths nationally between December 2017 and March 2018, compared with the previous year.

6.5 The population of 18 council areas across Scotland increased between mid-2017 and mid-2018, whilst 14 council areas are estimated to have experienced a population decrease. This compares to 11 council areas experiencing population decline the previous year. The three additional councils estimated to have had a decline in population between mid-2017 and 2018 are Clackmannanshire, South Ayrshire and Na h-Eileanan Siar. The change from population growth to depopulation in Na h-Eileanan Siar and Clackmannanshire is attributed to less migration into both areas than the previous year. For South Ayrshire, the change was driven by less migration

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into the area and an increase in the number of deaths compared with year to mid-2017.

6.6 The council areas which saw growth from migration within Scotland were the suburban areas outside of the cities. Midlothian grew by the largest amount (1.2%), followed by East Lothian (0.8%), East Renfrewshire (0.7%), Renfrewshire (0.7%) and East Dunbartonshire (0.5%) respectively. The area with the largest population leaving for other areas within Scotland was Aberdeen City, which saw 0.8% of its mid-2017 population leave for another council area in the year to mid-2018. This is likely to be attributable to the downturn in the economy of Aberdeen City in recent years, which has resulted in a decrease in the employment rate in the area.

6.7 A chart showing the levels of economic activity and inactivity across all council areas in Scotland is provided in Appendix 6. The chart shows that some council areas in Scotland experiencing depopulation between 2017-2018 still have high levels of economic activity, relative to other areas in Scotland, which demonstrates the multi-dimensional nature of depopulation.

7.0 IMPLICATIONS

7.1 Financial Implications - One off Costs

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

Financial Implications - Annually Recurring Costs/ (Savings)

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

7.2 Human Resources: There are no HR issues associated with this report.

7.3 Legal: There are no legal issues associated with this report.

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

7.5 Repopulation: Many social and economic factors influence population change, including policies adopted by both central and local government. It is hoped that the work on delivering positive outcomes for the people of Inverclyde, coupled with the work being carried led by the Population Partnership to raise the profile of Inverclyde will have a positive impact on future migration and natural change and encourage more people to come and live here.

8.0 CONSULTATION

8.1 None

9.0 LIST OF BACKGROUND PAPERS

9.1 None

Population change across Scotland's council Areas mid 2017 - mid 2018

Council area	Percentage change from 2017 to 2018
Midlothian	1.39%
City of Edinburgh	1.03%
East Lothian	0.91%
Glasgow City	0.87%
Orkney Islands	0.86%
Renfrewshire	0.54%
West Lothian	0.46%
East Renfrewshire	0.43%
Stirling	0.35%
South Lanarkshire	0.27%
Scotland	0.25%
Scottish Borders	0.22%
East Dunbartonshire	0.18%
Highland	0.15%
Fife	0.13%
Falkirk	0.13%
Perth and Kinross	0.13%
North Lanarkshire	0.06%
Dundee City	0.03%
East Ayrshire	-0.08%
Clackmannanshire	-0.10%
South Ayrshire	-0.12%
Aberdeenshire	-0.13%
Angus	-0.21%
Moray	-0.27%
Dumfries and Galloway	-0.27%
North Ayrshire	-0.38%
Shetland Islands	-0.39%
Na h-Eileanan Siar	-0.45%
West Dunbartonshire	-0.54%
Aberdeen City	-0.54%
Argyll and Bute	-0.63%
Inverclyde	-0.77%

Births and Deaths as a % of total population (Inverclyde)

Legend: Births (as a % of population) — Deaths (as a % of population)

Year	Births	Deaths
2007/08	1.07%	1.21%
2008/09	1.00%	1.23%
2009/10	1.04%	1.28%
2010/11	1.00%	1.27%
2011/12	0.94%	1.21%
2012/13	0.96%	1.20%
2013/14	0.96%	1.16%
2014/15	0.92%	1.26%
2015/16	0.86%	1.23%
2016/17	0.87%	1.35%
2017/18	0.84%	1.37%
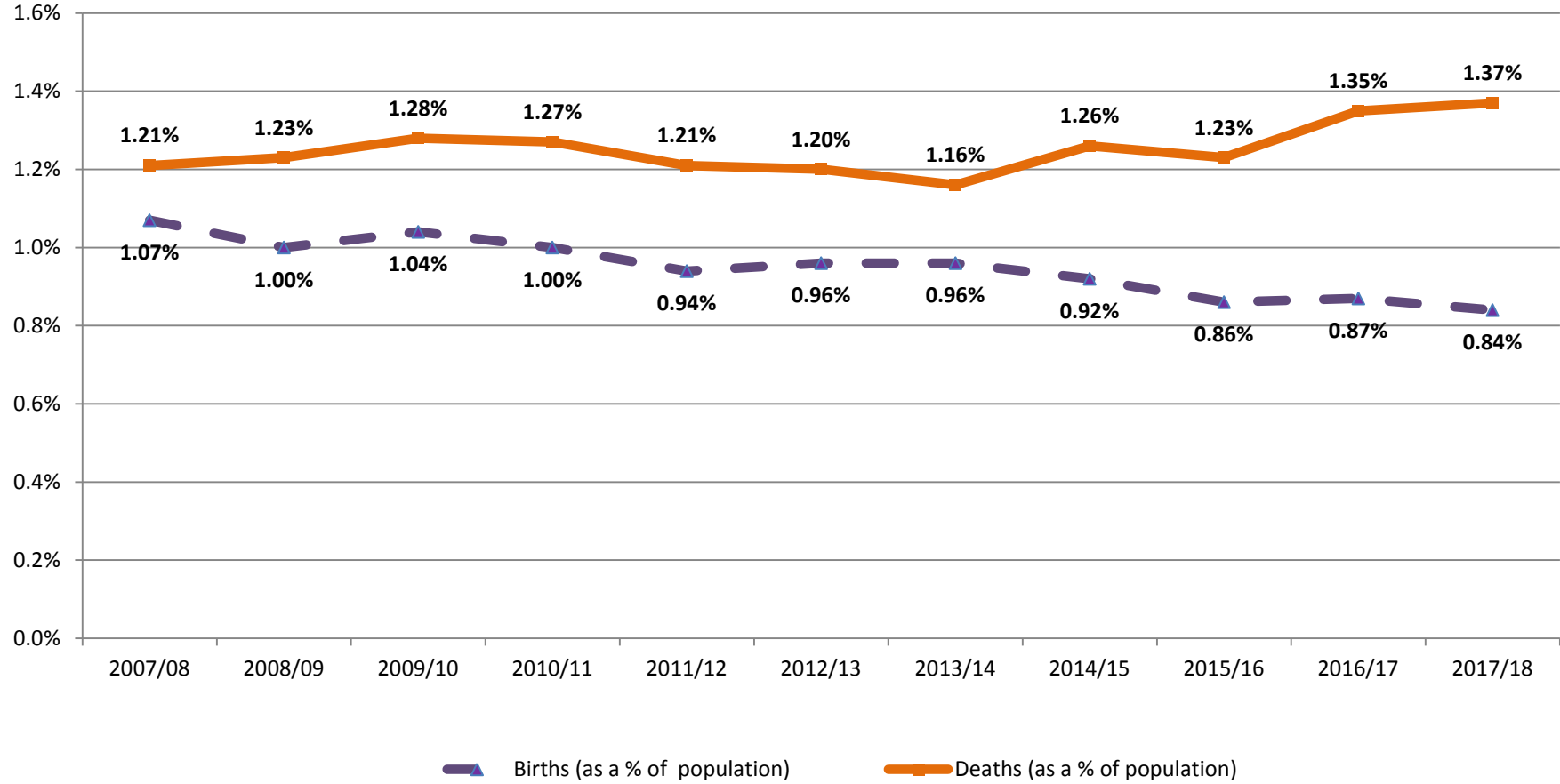
The information shown below is based on a list of causes developed by the World Health Organisation and published by National Records of Scotland.

Inverclyde male leading of cause of death, 2017

Cerebrovascular disease	**4.9%**
Chronic lower respiratory diseases	**7.5%**
Dementia and Alzheimer Disease	**8.4%**
Malignant neoplasm of trachea, bronchus and lung	**8.6%**
Ischaemic heart diseases	**12.0%**

Inverclyde female leading of cause of death, 2017

Chronic lower resiratory diseases	**5.4%**
Cerebrovascular disease	**6.7%**
Malignant neoplasm of trachea, bronchus and lung	**7.4%**
Ischaemic heart disease	**7.5%**
Dementia and Alzheimer Disease	**18.9%**
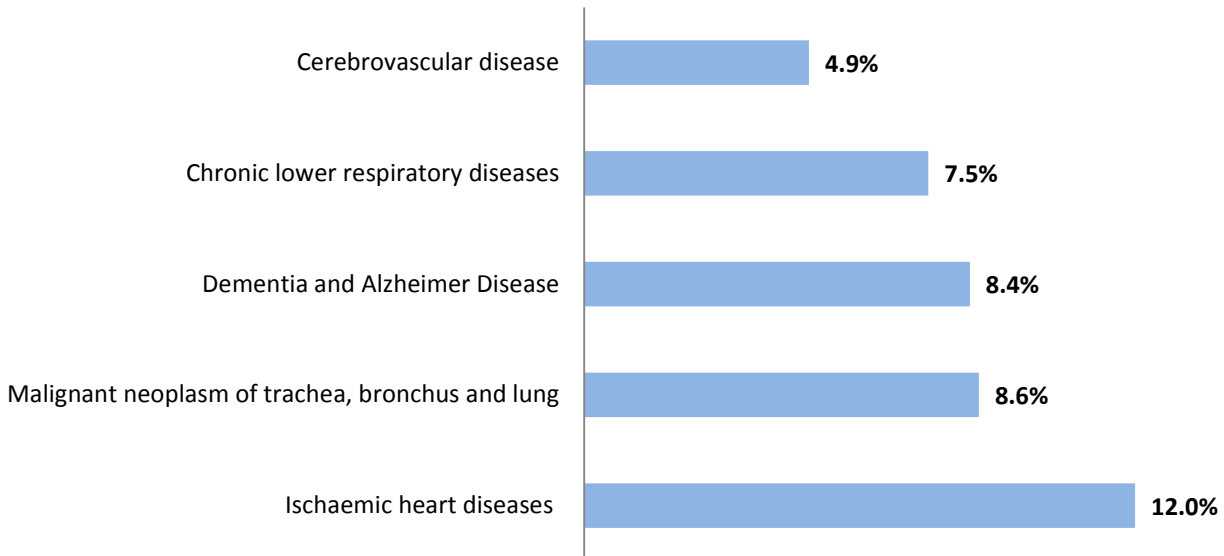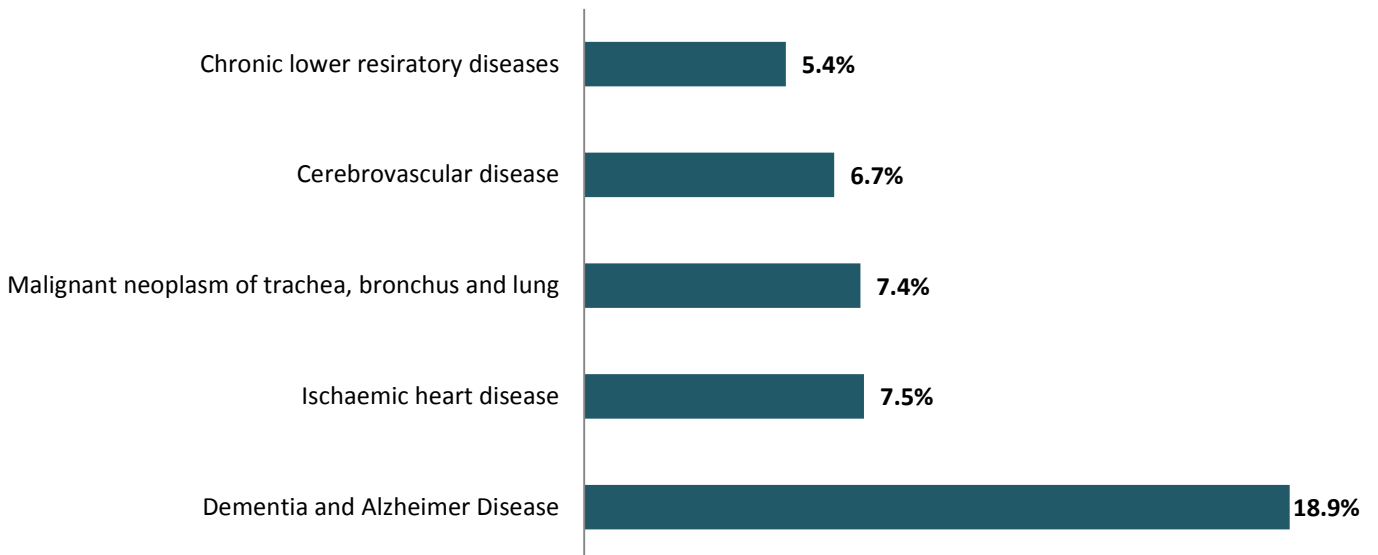
Components of population change for council areas mid-2017 to mid-2018

Percentage change
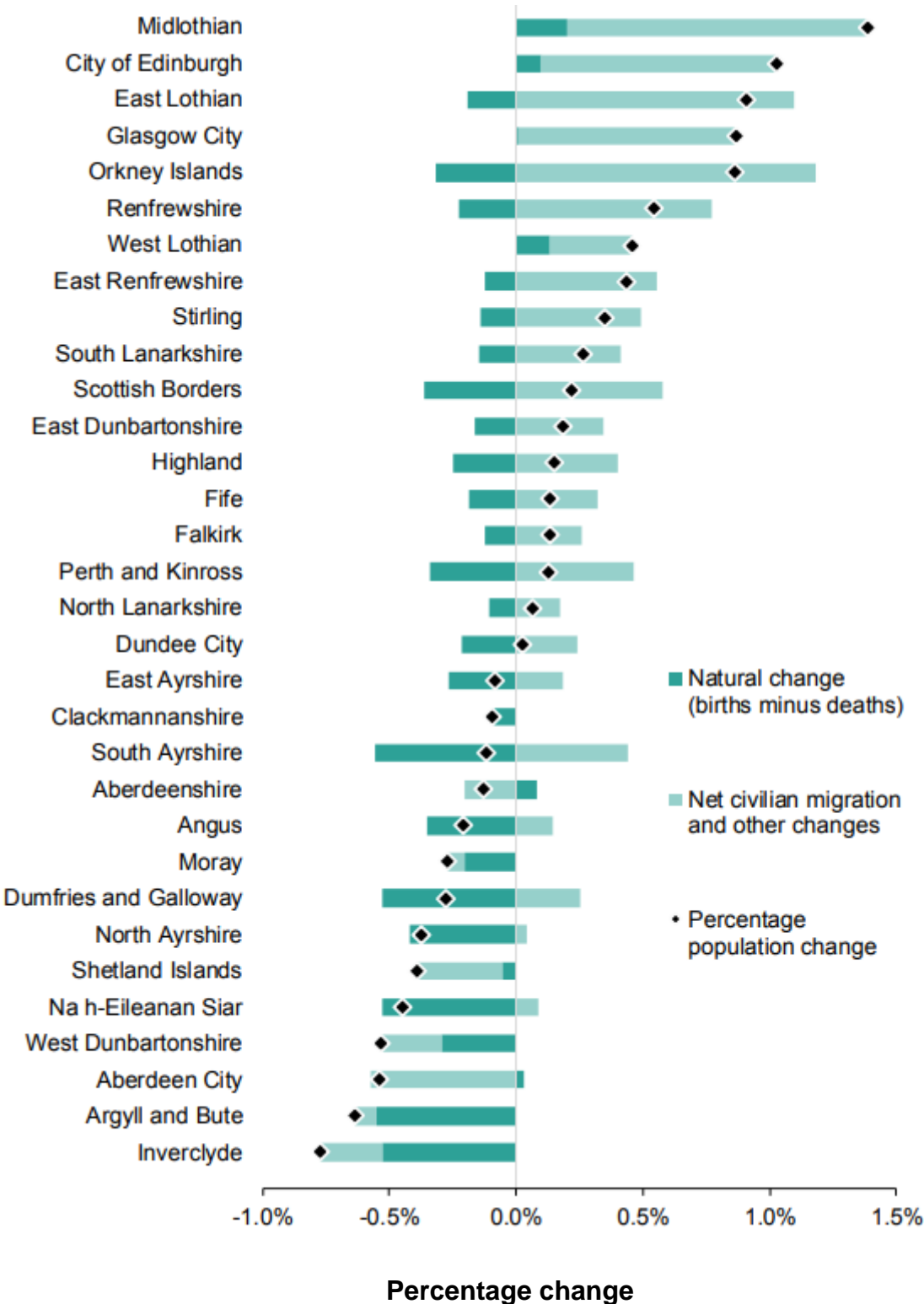
Origin of in-migrants by council areas mid-2017 to mid-2018

■ Within Scotland ■ Rest of UK[1] ■ Overseas[2]

Council Area	Within Scotland	Rest of UK	Overseas
East Renfrewshire	87	10	3
East Dunbartonshire	85	13	3
Midlothian	84	11	5
West Dunbartonshire	83	13	4
South Lanarkshire	80	15	5
North Lanarkshire	79	15	6
East Ayrshire	79	18	3
Angus	78	16	6
Renfrewshire	78	12	10
Falkirk	77	15	8
Clackmannanshire	75	18	6
East Lothian	75	16	9
North Ayrshire	74	21	4
Aberdeenshire	74	17	8
South Ayrshire	74	20	6
West Lothian	74	16	11
Inverclyde	71	24	5
Perth and Kinross	69	20	11
Stirling	67	21	12
Na h-Eileanan Siar	63	32	6
Dundee City	61	20	19
Fife	59	27	14
Scottish Borders	57	37	6
Moray	57	36	7
Aberdeen City	56	17	28
Highland	55	35	10
Argyll and Bute	53	40	7
Shetland Islands	53	37	10
Glasgow City	50	21	29
Orkney Islands	48	46	6
Dumfries and Galloway	41	53	6
City of Edinburgh	38	33	29

Percentage of in-migrants

Destination of out-migrants by council area mid-2017 to mid-2018

■ Within Scotland ■ Rest of UK[1] ■ Overseas[2]

Council Area	Within Scotland	Rest of UK	Overseas
East Renfrewshire	82	13	5
West Dunbartonshire	82	12	6
East Dunbartonshire	80	13	7
Midlothian	79	15	6
North Lanarkshire	78	13	9
East Ayrshire	78	15	7
West Lothian	78	15	7
Clackmannanshire	77	15	8
Falkirk	77	15	8
South Lanarkshire	77	15	8
Angus	77	16	7
North Ayrshire	77	16	8
South Ayrshire	77	15	8
Renfrewshire	76	15	9
Inverclyde	76	16	8
East Lothian	75	18	8
Na h-Eileanan Siar	74	18	8
Stirling	74	16	10
Perth and Kinross	73	17	10
Aberdeenshire	73	19	8
Dundee City	72	17	11
Shetland Islands	67	22	11
Argyll and Bute	65	24	10
Aberdeen City	65	20	15
Orkney Islands	65	25	10
Glasgow City3	65	19	16
Highland	64	25	11
Fife	62	25	13
Moray	59	30	11
Scottish Borders	57	33	10
City of Edinburgh	54	28	18
Dumfries and Galloway	52	37	12

Percentage of out-migrants

Footnotes 1) Figures for the rest of the UK exclude armed forces moves 2) Figures for overseas include asylum seekers & refugees. Rounded figures are used and may not add up to 100%.

Footnotes 1) Figures for the rest of the UK exclude armed forces moves 2) Figures for overseas include asylum seekers and refugees. Rounded figures are used and may not add up to 100%.

% of the population economically active and economically inactive Jan 2018- Dec 2018

Area	Economically Active	Economically Inactive
Orkney	87.5%	12.5%
Aberdeenshire	83.7%	16.3%
Highland	83.3%	16.7%
East Lothian	82.7%	17.3%
Midlothian	81.8%	18.2%
Shetland Isles	81.7%	18.3%
Edinburgh	80.9%	19.1%
Perth & Kinross	80.9%	19.1%
Na-h Eileanan Siar	80.4%	19.6%
East Dunbartonshire	80.0%	20.0%
Aberdeen City	79.7%	20.3%
Renfrewshire	79.6%	20.4%
West Lothian	79.2%	20.8%
Angus	79.2%	20.8%
South Lanarkshire	79.0%	21.0%
Argyll & Bute	79.0%	21.0%
Fife	78.2%	21.8%
Falkirk	77.9%	22.1%
North Lanarkshire	77.6%	22.4%
Inverclyde	77.4%	22.6%
Clackmannanshire	77.3%	22.7%
Moray	77.1%	22.9%
Scottish Borders	76.9%	23.1%
East Renfrewshire	75.9%	24.1%
West Dunbartonshire	75.5%	24.5%
North Ayrshire	74.6%	25.4%
Stirling	73.8%	26.2%
Dumfries and Galloway	73.7%	26.3%
East Ayrshire	73.5%	26.5%
South Ayrshire	72.4%	27.6%
Dundee	71.7%	28.3%
Glasgow	68.6%	31.4%

■ Economically Active   ■ Economically Inactive

Report To:	**Policy and Resources Committee**	Date:	**21 May 2019**
Report By:	**Head of Organisational Development, Policy & Communications**	Report No:	**HR/10/19/LMcV**
Contact Officer:	**Louise McVey**	Contact No:	**01475 712042**

Subject:	**Accounts Commission Report – Challenges and Performance 2019**

1.0 PURPOSE

1.1 The purpose of this report is to bring to the Policy and Resources Committee's attention the publication of the Accounts Commission Report: Local Government in Scotland, Challenges and Performance 2019 and to highlight relevant matters and seek approval for any actions arising.

2.0 SUMMARY

2.1 The Accounts Commission published its annual report covering the challenges and performance in Local Government on 21 March 2019.

2.2 The Accounts Commission Report sets out current and future challenges, how councils are responding to these challenges, the impact on performance in key services areas and the increasing financial pressure facing Local Government in Scotland.

2.3 The report findings are that councils across Scotland have continued to work hard to maintain services to their communities despite the increasing challenges and pressures; that transformational changes are needed in service provision and that there needs to be a focus on how services are best delivered to communities and, in particular, how councils protect and empower the most vulnerable members of those communities.

2.4 In line with previous practice, the CMT has reviewed the report, the questions posed and issues raised. The full collated response report is attached as Appendix 1. The full Local Government in Scotland Challenges and Performance 2019 report is attached as Appendix 2.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

- Notes the content of the Accounts Commission Report – Local Government in Scotland Challenges and Performance 2019 and approves the Action Plan in Appendix 1.

Louise McVey
Corporate Policy, Performance and Partnership Manager

4.0 BACKGROUND

4.1 The Accounts Commission annual report covering the challenges and performance of Local Government was published on 21 March, 2019. The full report is provided in Appendix 2.

4.2 In line with previous practice, the CMT has reviewed the report, the questions posed and issues raised. The report is now submitted to the Policy and Resources Committee for consideration. The full collated response report is attached as appendix 1.

5.0 KEY MESSAGES AND COMMENT

5.1 The report highlights the challenges for councils in responding to an increasingly complex policy agenda, whilst dealing with a high degree of uncertainty. With increased uncertainty, scenario planning with medium and longer term planning becomes increasingly important. Exhibit 1 in the report provides details of the policy and legislative changes affecting local government, including the impact of events such as EU withdrawal.

The Committee receives regular reports on the main policy and legislative changes and these are captured in CDIPs and where appropriate in the Finance Strategy. Regular reports on Brexit have been taken to the CMT and Committee. General budget uncertainty is covered in the Council's risk management and approach to budget setting.

5.2 Part 2 of the report focusses on the main considerations for councils and how they are responding to the needs of the people who use their services, as well as being more efficient and dealing with the pressure to increase income. It highlights that change through transformation to services and functions of the council requires strategic leadership, planning and good governance. Transformation activity does not have to change everything at once; it can deliver change incrementally and should be considered in strategic planning and outcome priorities.

The Council has an approved approach to identifying, managing and monitoring transformation projects via Delivery Differently. The Council has an approved process of regular scrutiny by DMTs, the CMT and an annual report to Committee.

5.3 Despite facing challenges, part 3 of the report highlights that the Local Government Benchmarking Framework (LGBF) performance indicators have improved slightly or remained stable since 2010/11. However, this year there is some evidence that performance improvement in relation to the LGBF is slowing down for the first time. Exhibit 6 of the report illustrates changes in performance measures for Scotland's outcomes between 2013 and 2017 whilst exhibit 7 provides information of performance against selected indicators 2010/11 to 2017/18.

A comprehensive report setting out performance in relation to the LGBF is considered by the CMT and the Policy and Resources Committee. In addition to this, an all-Member briefing was held in March 2019 to give all Elected Members an opportunity to scrutinise LGBF performance.

Improvement activity associated with the LGBF is taken forward through the improvement plans in the CDIPs.

The impact on individual performance measures and the overall LGBF performance is reported to Members via the annual LGBF report and the Corporate and Directorate performance reports.

5.4 Finally, the report also highlights according to the Scottish Household Survey 2017 public satisfaction has fallen for another year.

This is a national trend and levels also fell for the majority of LGBF satisfaction indicators

in Inverclyde. The Scottish Household Survey however, focuses on a small number of respondents and the Council also establishes satisfaction levels with Council services through the Citizens' Panel, which is a more reliable measure of satisfaction.

The Council operates a range of measures to engage with the public and reports the results with associate commentary to Committee. Community engagement will continue to identify and act upon any specific concerns.

6.0 ACTION PLAN

6.1 Within the report questions are posed for members/officers to consider. These have been collated within Appendix 1 of this report.

6.2 Where actions are identified these will be tracked, updated and reported within the relevant governance structures.

7.0 IMPLICATIONS

7.1 <u>Financial Implications:</u>

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**

The Head of Legal & Property Services has been consulted in the development of this report.

7.3 **Human Resources**

There are no HR implications associated with this report.

7.4 **Equalities**

Equalities have been outlined and reflected throughout the responses within the report.

7.5 **Repopulation**

Population is a priority for Inverclyde Alliance and partnership working is reflected throughout the responses of the report.

8.0   CONSULTATION

8.1   Members of the Corporate Management Team were consulted in the development of this report.

9.0   LIST OF BACKGROUND PAPERS

9.1   None.

Accounts Commission - Local government in Scotland – Challenges and Performance 2019

Part 1 - The Context For Councils				
	Issus Raised for Members	Current Position	Further Action/By Whom	Target Date
1.	Have you considered how policy and legislative change will affect how your council operates?	Committee receive regular reports on the main policy and legislative changes these are captured in CDIPs and where appropriate in the Finance Strategy.	Head of Legal and Property Services/ Corporate Director Education, Communities and Organisational Development	On Going
2.	What scenario planning has your council done for events such as EU withdrawal and increasing budget uncertainty?	Regular reports on Brexit have been taken to CMT and Committee. General budget uncertainty is covered in the Council's risk management and approach to budget setting.	Corporate Director Environment, Regeneration and Resources	On Going
3.	Are you clear what Community Empowerment involves and what it means for your Council?	The Community Empowerment (Scotland) Act 2015 provides a mechanism whereby certain community bodies can make request to certain public authorities, including the Council, for a transfer to them of an interest in land or buildings owned or leased by the authority, which the body feel they could make better use of this Asset Transfer was approved by Inverclyde Council on Inverclyde Council is working towards creating a Community Food Growing Strategy by 1 April 2020 through the Environment Partnership.	Corporate Director Education, Communities and Organisational Development Corporate Director HSCP	On going 1 April 2020

		Our Place Our Future Locality Plans have been established in the three localities with the greatest inequalities and work has been ongoing to establish locality networks to take forward actions from these plans. A locality Planning Strategic Implementation Group has been established and is Chaired by the Corporate Directors HSCP to oversee locality planning. Inverclyde Council is committed to developing structures to respond to the Councils decision to allocate budgets to Participatory Budgeting.		On Going On Going
4.	Do you know if your council's governance and accountability structures are fit for purpose given increasingly complex ways of working?	The Council uses performance information effectively and reporting to the public and councillors is regular and balanced. The Council reports on performance to committee and have the right level of details for governance and scrutiny. Inverclyde Council has undertaken a Governance Review in December 2016. A Review of the Committee Structure has taken place in February 2018 A review of the Scheme of Delegation and standing orders has taken place in June 2018.	Head of Legal and Property Services	On Going

5.	Do you have a clear understanding of the demographic circumstances within your council area?	The Council has a robust knowledge and understanding of local demographics. This is evidenced in the Strategic Needs Analyses that were developed prior to identifying priorities for the Inverclyde Outcomes Improvement Plan and the Inverclyde Children's Services Plan. The organisational priorities within the Inverclyde Council Corporate Plan 2018/22 were also based on evidence of need and feedback from community engagement. In addition, the CMT and relevant Committee consider reports on issues affecting the local area e.g. poverty, population estimates, population projections.	Corporate Director Education, Communities and Organisational Development	On going Midyear population report submitted to P&R Committee on 21 May 2019
6.	Do you know how effectively your council uses this information to decide how to provide services in the future?	The Council has used local information to inform the priorities in the Inverclyde Outcomes Improvement Plan and the Corporate Plan, which is linked to service delivery of the Council and partners. Demographic information has also been used to specifically target resources towards services.	Corporate Directors	On going

Part 2 – How councils are responding			
	Issus Raised for Members	Current Position	Further Action/ By Whom	Target Date
7.	Do you understand how your council's approach to transformational change will improve services and save money?	The Council has an approved approach to identifying, managing and monitoring transformation projects via Delivery Differently.	Chief Financial Officer	N/A
8.	How will you monitor and scrutinise progress of transformational projects?	The Council has an approved process of regular scrutiny by DMTs, CMT and an annual report to Committee	Chief Financial Officer	N/A
9.	What is your council's risk appetite for transformational change? Are risks properly monitored?	The Council's Business Case process includes a section on Risk. Major transformation projects will be monitored via Project Boards. Inverclyde Council has 3 Change Management Directorate Groups to review and drive progress on all transformational change projects on a monthly basis.	Chief Financial Officer	N/A
10.	Do you know what the financial repercussions will be if your council's transformation activity fails to meet its savings targets?	Savings are only factored into the forward budget once a business case is approved. This greatly reduces the probability of a material shortfall.	Chief Financial Officer	N/A
11.	Is your council's transformation activity supported by good governance arrangements and robust management?	See answers to 7-9 above	Chief Financial Officer	N/A
12.	Do you know if the governance arrangements factor in time needed to ensure projects are properly scoped?	This is addressed by the need to have a Business Case prior to a project being approved.	Chief Financial Officer	N/A
13.	Does your council have medium and long-term financial planning in place?	The Council has a medium and longer term financial plan which is reviewed and report to the council 6 monthly.	Chief Financial Officer	Next Update June 2019 Council
14.	Does your council link budgets to plans and outcomes and report on these?	The Council aligns budget savings and investment to the Corporate Organisational priorities a report was	Head of Organisational Development, policy and communication	Corporate Plan Review will take

		submitted to CMT on 13 January 2019. Allocating budgets to outcomes is challenging but officers continue to look at ways of achieving this in a meaningful way. The Council's People and Organisational Development Strategy links closely with the Financial Strategy to ensure our workforce is equipped to address future challenges and demands.		place August 2019.
15.	How is your council considering the impact that these changes might have on equalities?	In line with the Fairer Scotland Duty, the Council's Organisational priorities and the Inverclyde Alliance strategic priorities there has been training and awareness sessions offered to both elected members and officers to establish a new Equalities Impact Assessment when considering budget savings and policy changes. This training and support will continue in 2019. EIA's are attached to all savings proposals and committee reports as required.	Head of Organisational Development, policy and communication	Ongoing throughout the Budget Savings Process Training sessions delivered in April 2019 to officers across the local authority.
16.	If your council is considering generating commercial income do you know how it plans to mitigate the risk?	Inverclyde like most Councils already generates commercial income through activities such as parking charges and trade waste collections. Risk is managed through assessing and planning for income fluctuations due to market conditions. There are no plans at present for further commercial activities although this remains under review.	Corporate Director Environment, Regeneration and Resources	N/A
17.	Does your council consider sharing services in options	Undertaken as part of business	Chief Executive	Ongoing

	appraisals and change programmes?	planning process and monitored through E&R's Change Management Board. Inverclyde Council continues to review shared services with West Dunbartonshire Council and other council areas. Other opportunities to share services discussed within the CMT.		
18.	Do you know if there are processes in place in your council to facilitate collaborative working on a local regional or national basis?	Ongoing dialogue with current partner authorities involved in shared services and wider discussion at Glasgow City Regional CEOs, ADES, Regional Improvement Collaborative, SOLACE forums and Professional Body Forums.	Chief Executive	Ongoing
19.	Do you know how your council is ensuring the good governance and financial sustainability of its Integration Authority?	The Health & Social Care Committee oversees specific Council duties (e.g. related to CSWO; MHOs; financial governance of externally commissioned services etc.). The IJB has elected members and a financial report is presented at every meeting.	Corporate Director HSCP	On going
20.	Do you know what your council is doing to ensure that it works with partners to be more open and realistic about changes needed?	Inverclyde Alliance receives progress reports from the Local Outcome Improvement Plan at every meeting and twice per year there is a thematic workshop event to enable open and realistic discussions areas for improvement. Inverclyde Council is working towards progress against outcomes priorities agreed with partners and communities as stated in the SPI	Corporate Director Education, Communities and Organisational Development	Ongoing throughout the year. Twice yearly workshops.

		Direction 2018.		
21.	Does your council engage with communities on decisions about services, budget proposals and priorities?	The Council has engaged with communities in the annual budget consultation exercise using on line toolkits which form part of Members Budget decision making process. Services engage with communities using citizen's panel, the LOIP locality plans and HSCP consultations on locality networks and priorities.	Corporate Director Education, Communities and Organisational Development	Annual budget consultation. Twice yearly Citizens Panel due November 2019
22.	Are you clear on what community empowerment involves what it means for your council?	Inverclyde Alliance receives reports at every meeting on progress towards implementing the Community Empowerment Act including establishing locality networks, participatory budgeting, community food growing and allotments. Locality Plans have been established in the three localities with the greatest inequalities and work has been ongoing to establish locality networks to take forward actions from these plans.	Corporate Director Education, Communities and Organisational Development Corporate Director HSCP	On going 1 April 2020
23.	What is your council doing to implement community empowerment arrangements at a local level?	The Community Empowerment (Scotland) Act 2015 provides a mechanism whereby certain community bodies can make request to certain public authorities, including the Council, for a transfer to them of an interest in land or buildings owned or leased by the authority, which the body feel they could make better use of this Asset Transfer was approved by Inverclyde Council on Inverclyde Council is working towards	Corporate Director Education, Communities and Organisational Development Corporate Director HSCP	On going 1 April 2020

		creating a Community Food Growing Strategy by 1 April 2020 through the Environment Partnership.		
		Our Place Our Future Locality Plans have been established in the three localities with the greatest inequalities and work has been ongoing to establish locality networks to take forward actions from these plans.		On Going
		A locality Planning Strategic Implementation Group has been established and is Chaired by the Corporate Directors HSCP to oversee locality planning.		On Going
		Inverclyde Council is committed to developing structures to respond to the Council's decision to allocate budgets to Participatory Budgeting.		
24.	Does the Local Outcome Improvement Plan focus on areas where the Community Planning Partnership can make the biggest impact?	The Local Outcome Improvement Plan will focus on the three localities where there is greatest inequalities. This will mirror the recent consultation undertaken by the HSCP which will prioritise 6 localities with a specific focus on the same three localities with the greatest inequalities. These are the localities where the Inverclyde Alliance will make the biggest impact.	Head of Organisational Development, Policy and Communications	2019 LOIP Annual report approved by Inverclyde Alliance in March 2019.
25.	Do you know what your council is doing to reach out to "seldom heard" and disadvantaged groups?	"Your voice" the user network is commissioned to engage with hard to reach has as well as the wider	Corporate Director HSCP	On going

		community.		
26.	What is your council doing to ensure that one per cent of the revenue budgets is allocated through participatory budgeting by 2020/21?	A pilot has taken place and is currently being evaluated. A paper was taken to Committee to identify the lessons learned from the pilot. A working group has been established to look at revenue budgets that can be used.	Corporate Director Education, Communities and Organisational Development	Committee in September 2019
27.	What is your council doing to ensure that it has the right capacity, skills and leadership in its workforce?	Service Workforce Plans have been completed which include longer term forecasts of workforce numbers and skills requirements to meet challenges over the next 3 years and beyond. In addition an assessment of individuals' learning and development needs linked to the Council's key priorities is undertaken as part of our Performance Appraisal process and an individual development plan is agreed. Leadership development events for senior managers are arranged each year based on identified needs.	Head of Organisational Development, Policy and Communications	Annual Reviews and ongoing appraisals. New plans to be completed in 3 years.
28.	What training does your council make available to officers and councillors to ensure they have the skills to deliver services in the future?	Officers and councillors have access to a range of learning and development opportunities both on line and face to face course. There is a mix of some generic training, accredited training but also training which has been developed and promoted based on needs identified through service workforce plans and our performance appraisal process.	Head of Organisational Development, Policy and Communications plus Head of Legal and Property Services	N/A
29.	Does the training you are offered meet your needs? If not, do you know who to speak to?	Our Elected Members development programme identifies specific learning and development needs for Councillors and one to one discussions	Head of Legal and Property Services	On Going

	Issus Raised for Members	Current Position	Further Action /By Whom	Target Date
		take place on an annual basis, to review and plan appropriate training.		
30.	Does your council have an organisation-wide workforce plan? Does it contain information about the numbers, cost and skills of the actual and desired workforce?	The Council has an overarching People and OD strategy which sets out key workforces and organisation development priorities. An annual report is submitted to committee which highlights the key information on the numbers, cost and skills of the workforce. Service Workforce Plans have been completed which include longer term forecasts of workforce numbers and skills requirements to meet challenges over the next 3 years and beyond.	Head of Organisational Development, Policy and Communications	On going
31.	Do you know how your council is ensuring changes to staff numbers and working practices do not have a negative impact on morale wellbeing?	Our Employee Opinion Survey provides valuable feedback from employees on key issues including morale and wellbeing. Our People and OD Strategy sets out a number of actions which support the wellbeing and morale of our employees.	Head of Organisational Development, Policy and Communications	Report to Committee in May 2019
Part 3 – Council performance and the impact on communities				
	Issus Raised for Members	Current Position	Further Action /By Whom	Target Date
32.	Does your council clearly link it budget setting to its strategic priorities and plans?	The Council aligns budget savings and investment to the Corporate Organisational priorities. Allocating budgets to outcomes is challenging but officers continue to look at ways of achieving this in a meaningful way.	Chief Financial Officer	On Going
33.	Are you assured that performance reporting by your council is accurate and accessible?	The Council uses performance information effectively and reporting to the public and councillors is regular and balanced. The Council reports on performance to committee and have the right level of details for	Head of Organisational Development, Policy and Communications	On Going and Continued throughout the Committee Cycle

		governance and scrutiny.		
34.	Can your council demonstrate progress in delivering its key outcome priorities?	An annual report on the Inverclyde Outcomes Improvement Plan has been considered by the Alliance Board. The report outlined progress in the delivery of the 3 strategic partnership priorities.	Corporate Director Education, Communities and Organisational Development	March 2019
		A progress report on the Corporate Plan 2018/22 will be developed and considered by Members in August. The plan will highlight the progress made in the delivery of the Council's organisational priorities.		August 2019
		A review of the SPI framework has just been completed and a smaller, more focused number of indicators identified that are more outcome focused rather than process measures.		March 2019
35.	Does your council make use of LGBF data to consider where and how it might make improvements to service delivery?	A comprehensive report on the LGBF is presented to CMT and Members as well as a dedicated Members' Briefing, to allow Members more time to scrutinise performance in relation to LGBF.	Corporate Directors	Report to Committee in March 2019 on LGBF performance and this has been linked to the CDIP's
		Improvement activity associated with the LGBF is taken forward through the improvement plans in the CDIPs.		
		The impact on individual performance measures and the overall LGBF performance is reported to Members		

		via the annual LGBF report and the Corporate and Directorate performance reports.		
36.	Have you considered what lessons your council can learn from other councils who are delivering services well?	Inverclyde Council participates in the Local Government Benchmarking Framework as well as other benchmarking groups, as detailed in the Corporate Directorate Improvement Plans. In addition to this, learning of good practice is gleaned from the Knowledge Hub and professional networking groups. Best Value Assurance Reports (BVAR) from other local authorities are considered by the CMT/Committee and actions/areas for improvement are progressed.	Corporate Directors	On going BVAR to next most relevant committee. May 2019
37.	Do you know what your council is doing to understand how satisfaction with different services is changing?	The Council operates a range of measures to engage with the public and reports the results with associate commentary to Committee. Community engagement will continue to identify and act upon any specific concerns.	Corporate Director Education, Communities and Organisational Development	
38.	Is your council meeting its statutory duty to provide temporary and settled accommodation to households assessed as homeless?	The Council responds to the statutory duty regarding providing temporary accommodation as required. As a stock transfer authority we work in partnership with a number of Registered Social Landlords (RSLs) to provide appropriate settled accommodation. The Inverclyde Rapid Rehousing Transition Plan (RRTP)	Corporate Director HSCP	Ongoing

		recently submitted to the Scottish Government sets out our future plans for delivery including a proposed Housing First approach to support our most vulnerable service users.		

Local government in Scotland

Challenges and performance 2019

ACCOUNTS COMMISSION

The Accounts Commission

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

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

Our work includes:

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

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

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▥ **Exhibit data**

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

❓

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

Audit team

The core audit team consisted of: Carol Calder, Kathrine Sibbald, Ashleigh Madjitey and Ruth Azzam, with support from other colleagues and under the direction of Claire Sweeney.

Chair's introduction

Councils have an increasingly challenging role. They need to respond to the changing needs of their local population. At the same time, they have a pivotal role in helping to deliver a range of key national priorities for Scotland. This is at a time when the outlook is for finances to tighten further and for demand for services to continue to increase, as populations change and there are more people living in poverty.

The important role councils play is clear, but there are many uncertainties, which makes planning for the future more challenging as it becomes more critical than ever. The UK's withdrawal from the EU is imminent as I write this introduction, but the process and implications remain unclear. The medium to longer-term impact of changes to the Scottish Government's financial powers and the details surrounding the local governance review are also still unknown.

However, we find that councils across Scotland have continued to work hard to maintain services to their communities, despite the increasing challenges and pressures. They have stepped up and have continued to improve how they use their resources. But, in many councils the change and improvement work has focused on efficiencies. To address the growing gap between demand and resources, more fundamental, transformational changes are needed in service provision, and the pace of change needs to improve in some councils. Transformational change is about more than just efficiency. There needs to be a focus on how services are best delivered to communities and, in particular, how councils protect and empower the most vulnerable members of those communities.

Objective and relevant data are essential. Nationally, across councils, data are fundamental for the assessment of performance, benchmarking and improvement. Locally, data should support the redesign and change of processes and services. It is important for councils to have good-quality workforce data to inform organisation-wide workforce planning that supports the shape of future operations.

The pressure on council budgets has led to the exploration of alternative approaches to increasing income such as extending fees and charging schemes and the options for introducing local taxes. This is a development of interest to the Commission that we will monitor and consider in future overview reports.

We published an update report *Health and social care integration* ⊕ in November 2018, which found that although integration authorities have made some progress they must overcome significant barriers to speed up change. The Commission will continue to have a close interest in the progress of integration authorities and in their financial management.

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

Graham Sharp
Chair of the Accounts Commission

Summary

Key messages

1 Councils face an increasingly complex, changing and uncertain environment which places different demands and expectations on them. Councils are also central to delivering many high-level public sector objectives, such as the integration of health and care services and involving citizens more in decisions about public services.

2 These reforms require councils to collaborate with partners, with the third sector and with communities, to think differently about how they deliver and fund services. Thinking differently about services is important to meet the growing and changing needs of their communities in the coming years. New ways of working can lead to increasingly complicated lines of accountability.

3 Scottish Government revenue funding to councils has reduced in real terms between 2013/14 and 2019/20, while national policy initiatives continue to make up an increasing proportion of council budgets. This reduces the flexibility councils have for deciding how they plan to use funding. At the same time, demands for council services are increasing from a changing population profile. All councils expect an increase in the proportion of people aged over 65 and almost a third of councils expect an increase in the proportion of children under 15.

4 Councils have made good progress in developing medium-term financial planning and continue to manage their funding gaps through savings and use of reserves. All councils increased council tax to the maximum three per cent in 2018/19 and many increased their fees and charges to raise income. Some councils are looking at other options to raise income.

5 Councils need to ensure they have the staff, skills and leaders to deliver change. This requires effective workforce planning, but the quality of planning is inconsistent across councils. An increasing proportion of the workforce is nearing retirement. If there is insufficient succession planning, skills and knowledge will be lost as these people retire. Recruitment into some service areas is becoming increasingly difficult, but national workforce data is insufficient to clearly understand how individual services areas are affected.

6 Despite reducing funding and increasing demands, across local government most performance indicators are improving or being maintained, although some service areas show more strain. There remains performance variation among councils that cannot be readily explained by differences in context or spend. Better use of data and benchmarking could lead to further improvement and efficiencies.

Recommendations

While councils have continued to find ways to manage funding gaps and have made good progress with medium-term financial planning, they face an increasingly complex, changing and uncertain time ahead. To continue to improve the outcomes for their communities within this context, councils need to be open to transformational change and implement new ways of working.

To make effective progress councils should:

- assure themselves that they have adequate leadership and management capacity in place. This should include development arrangements that prepare and support councillors and senior managers to respond to the challenging and changing local and national demands

- undertake long-term financial planning to set out how they will deliver national policy commitments, while continuing to sustain local services with reducing budgets and increasing demands

- continue to seek and implement innovative ways of working and collaborate with communities, partners and the third sector to drive transformational change

- improve data to:

  – help inform the difficult decisions councils have to make

  – support benchmarking, learning and sharing of experience and effective practice with others that will contribute to improving service quality, efficiency and outcomes for communities

- ensure they have workforce planning that is clear about the workforce needed now and in the future, where the gaps are and what training or other action is needed to fill them. This should be supported by better workforce data

- be able to demonstrate how spending decisions and priorities have impacted on service delivery and the outcomes of residents, as well as how they are delivering against the national performance framework.

About this report

1. This report provides a high-level, independent view of the challenges facing councils in Scotland, how councils are responding to tightening budgets and how this has affected services. It draws on findings from *Local government in Scotland: Financial overview 2017/18* ⊕, published performance data and local government audit work in 2018. This includes annual audits, Best Value Assurance Reports (BVARs) and national performance audits. All national and individual council audit reports are available on our **website** ⬑.

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

- The current and future challenges facing councils.

- How councils are responding to these challenges.

- The impact on performance in key service areas and public satisfaction.

3. To help councillors, we have produced the following supplements to accompany this report:

- *A scrutiny tool* ⊕ with examples of questions that councillors could ask to help them understand their council's position, scrutinise performance and assist in making difficult decisions. Councillors should feel they fully understand, and are satisfied with, the answers to the questions that are most relevant to them in their role within the council.

- **An online tool** ⬑ that shows how councils are performing. It is designed to allow councillors, officers and members of the public to better understand how their council is performing compared to others.

4. We draw on a range of sources of evidence for this report. Financial information is taken from the Local Government Financial Circulars,[1] Local Government finance statistics,[2] the Scottish Government's provisional outturn and budget estimates[3] and councils' annual accounts. Performance information is gathered from the Local Government Benchmarking Framework (LGBF),[4] the National Performance Framework (NPF) indicators[5] and relevant reports from other scrutiny bodies, such as Education Scotland and the Care Inspectorate.

5. To make financial information clear and comparable in the report we:

- Refer to real terms changes, this means we have adjusted the figures to take account of inflation. Our analysis of local government funding adjusts figures into 2018/19 prices to reflect the current year.

- Look at historical trends in financial data using data from 2013/14 where possible. National police and fire services were established in 2013 and so were not included in local government accounts from 2013/14. It is not always possible to use 2013/14 as some information is only available for more recent years.

- Adjusted figures to 2017/18 costs where the report comments on council performance in 2017/18.

Part 1

The context for councils

Councils must respond to an increasingly complex policy agenda while dealing with a high degree of uncertainty

6. Councils have a responsibility to provide a wide range of services to their residents and communities. These include educating children, looking after the elderly, collecting bins, maintaining local roads and ensuring buildings meet safety standards. Councils' work is influenced by the wider economic and political environment, UK and Scottish Government policy and demographics.

7. The context that councils are working in has become characterised by reducing budgets (paragraphs 25–36), increasing demand for services (paragraphs 37–41) and the delivery of an increasingly complex range of national policies. Within this challenging context, councils need to continue to work towards local priorities and improving outcomes for their communities. Exhibit 1 (page 11) illustrates some of the major current examples of policy and legislative change.

8. Some policy changes by the UK and Scottish governments increase expectations on councils, many come with financial implications and others increase uncertainty. Significant current issues include:

- Withdrawal from the European Union (EU) – At the time of writing this report, it is planned that on 29 March 2019, the UK will leave the EU. As the process is still on-going there is a high level of uncertainty about what this will mean for councils, which makes planning difficult. This is an area which is fast changing and will have a long-term impact on councils.

- Scotland's new financial and social security powers – The 2012 and 2016 Scotland Acts introduced new financial and social security powers. As a result, Scotland's budget is influenced by Scottish ministers' tax decisions and how well the Scottish economy performs compared to the rest of the UK. This means the Scottish budget is likely to become more variable than it has been through the block grant from the UK Government. In its five-year strategy, the Scottish Government estimates that the Scottish budget could vary by up to six per cent by 2022/23.[6] If the Scottish budget varies, funding to local government through the Scottish Government settlement will also be affected, in particular, services that are not financially protected as Scottish Government priorities.

- Local governance review – In 2018, the Scottish Government and COSLA launched a review of how powers and responsibilities are shared across national and local government and with communities. The aim of the review is to give local communities more say in how public services in their area are run. The Scottish Government and COSLA plan to continue consulting with stakeholders through 2019 as legislation is developed. It is not yet clear how this review will affect councils and how it will affect partnership working with other organisations, such as the NHS.

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

What scenario planning has your council done for events such as EU withdrawal and increasing budget uncertainty?

Audit Scotland published a briefing paper on the *EU withdrawal* in October 2018 highlighting the risks including workforce, funding and financial implications.

Audit Scotland has produced a policy briefing on *new financial powers*

Exhibit 1
Current major policy and legislative changes affecting local government
Many of the changes in national policy are interdependent.

Improving outcomes

Fairer Scotland Act

Early learning and childcare

Education reform

Impact of welfare reform

Local Outcome Improvement Plans

National Performance Framework

Health and social care integration

Child Poverty Act

Community empowerment

Community assets

Community engagement

Participatory budgets

Regional economy

City Region and Growth Deals

Islands Act

Barclay review

Wider

Withdrawal from the EU

Scotland's new financial powers

Local governance review

Source: Audit Scotland

9. This context makes it difficult for councils to know how they will need to respond in the future and makes longer-term financial planning challenging but even more vital. With increased uncertainty, scenario planning within medium and longer-term planning becomes increasingly important. We will continue to monitor national developments, councils' preparations and their responses to these issues through our audit work.

10. The examples in Exhibit 1 contribute to a complex picture of interacting policy initiatives. Many of the policy changes and initiatives are interdependent and will influence each other. For example, good community empowerment (giving people more influence over how services are planned) should contribute to a range of initiatives and activities that improve outcomes. This complex picture means that:

- Councillors and senior officers need to have a wide and current understanding of policy issues and how these relate to local priorities and needs, to plan and make complex decisions locally. This can be challenging where capacity is already stretched.

- It is more important than ever for councils to plan for different scenarios in terms of funding and demand for services. This includes finding different ways to deliver services efficiently and effectively.

- There is an increasing need for effective partnership working with other public, private and third-sector organisations and their communities.

Are you clear what Community Empowerment involves and what it means for your council?

Improving outcomes is a priority both at a local and national level but reporting arrangements still need to develop

11. In June 2018, the Scottish Government and COSLA launched their revised National Performance Framework (NPF).[7] All councils signed up to the priorities and vision for Scotland it sets out. There is a strong focus on increased wellbeing, improving outcomes, and economic growth that is sustainable and benefits all sections of society.

12. Councils are key contributors to delivering this vision to improve the outcomes for the people of Scotland, alongside their community planning partners. Councils and their partners need to have regard to the NPF and consider how this framework fits with local decision-making, local outcome priorities and measures. A significant amount of council activity is already focused on themes that reflect those of the NPF. For example, most councils have a strategic focus on reducing inequality within their communities.

13. Councils also have a role in delivering a range of national initiatives that will contribute to the themes of the NPF, such as:

- Delivering 1,140 hours of free childcare to all three-year olds and eligible two-year olds.

- Improving educational outcomes, especially for the most deprived pupils, through the Pupil Equity Fund (extra money to some schools with children from poorer backgrounds) and a commitment to maintain teacher numbers.

- Contributing to the delivery of 50,000 affordable homes including 35,000 for social rent.

- Implementing the requirements of the Fairer Scotland Duty which places a legal responsibility on public bodies in Scotland, including councils, to actively consider how they can reduce inequalities caused by socioeconomic disadvantage, when making strategic decisions.

Although there is ongoing work that will contribute, it is not yet clear what role councils are expected to have in achieving all of the NPF aims, what that would mean for councils' resources or how progress and targets will be monitored and reported on.

Councils cannot deliver their priorities alone

14. Councils have a long history of working closely with other organisations. This includes delivering some services through the third and private sectors and through arm's-length external organisations (ALEOs). This also includes local partnership working with other public sector bodies, such as the NHS, the third sector and other local and national organisations through local partnership activities, including Community Planning Partnerships. Councils need to build on their partnership working experience to respond to the changing context.

15. Councils face a difficult balance of a move towards more regional working and collaboration, and a need to maintain a focus on local priorities, local decision-making and local accountability. Many of the national policies introduced in recent years have involved some elements of working with partners, for example in regional partnerships to deliver economic development or through the health and social care integration joint boards.

Councils and the Scottish Government are focused on improving outcomes across Scotland. Examples of these include improving employment opportunities, reducing anti-social behaviour, giving children the best start in life and helping people live longer and healthier lives.

Do you know if your council's governance and accountability structures are fit for purpose, given increasingly complex ways of working?

If you sit on a board, do you fully understand your responsibilities to that board and the council?

Regional economic developments mean more collaborative and partnership working

16. Councils are pursuing City Region Deals and Growth Deals as ways to drive local economic growth. These involve significant partnership working. The Scottish Government has committed to all areas in Scotland being part of a deal:

- There are four signed City Region Deals in Scotland, involving 17 councils and various other partners.

- A further six councils are developing two City Region Deals.

- The remaining councils are working on alternative investment proposals, such as Growth Deals and Island Deals.

17. Councils work with their partners to propose projects to include in their deal, based on the anticipated benefits to their regional economies. The Scottish and UK governments then decide which projects to fund, typically over a ten to 20-year period. To date, the governments have jointly committed £2.1 billion to the four signed City Region Deals. This is supported by around £1.6 billion committed by councils and other partners. Most of the funding for the four signed deals has been allocated to infrastructure projects, such as roads and buildings. However, deals also include innovation, employability and skills, technology, housing and digital projects such as improved broadband. The Scottish Government expects that councils and partners signed up to deals will form Regional Economic Partnerships to work together on regional issues.

18. We are carrying out an audit of City Region and Growth deals which will be reported towards the end of 2019.

The Community Empowerment Act gives citizens a greater role and this requires a change in how councils operate

19. The Community Empowerment (Scotland) Act 2015 gives people more influence over how their councils and their partners plan services. It is intended that councils will devolve power to communities to make a difference to their local areas through:

- Community asset transfers – where communities can take responsibility for land and buildings.

- Participation requests – where people can ask to take part in decisions about council services.

- Participatory budgeting – where communities can have a say in how the council should spend public money locally.

20. As part of the Act, local authorities also have statutory oversight of community councils and are required by statute to consult community councils about planning applications and licensing matters.

21. Councils are considering how they balance an increase in community involvement with a responsibility and accountability for the sustainability of services delivered to their citizens. Some progress is being made with community empowerment, particularly with ensuring formal arrangements are in place. We consider this further in Part 2 (paragraphs 70–78).

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City Region and Growth Deals are long-term agreements between the Scottish Government, the UK Government and councils to improve regional economies.

Accountability is increasingly complex

22. A result of a more collaborative way of working is an increasingly complex governance and accountability landscape. This has implications for councils:

- Councillors now sit on more boards than before. In our May 2018 report, *Councils' use of arm's-length external organisations* ⊕ (ALEOs) we noted that this can make it difficult for small councils to manage potential conflicts of interest.

- There can be disagreements around shared governance arrangements. In our *Health and social care integration update* ⊕ report we noted that a lack of collaborative leadership and different cultures in councils and health boards were affecting the pace of change.

- Councils still have a responsibility to track performance management and provide scrutiny proportionate to the risk involved. The roles of councillors and officers in overseeing collaborative activities needs to be clear.

- There is a duty to ensure that communities are involved in decision-making processes where appropriate. This may be more difficult to manage with more complex governance structures.

23. The discussion and decision-making on some issues is moving further from councils themselves, but councils retain the overall accountability to the local community. It is increasingly important that councillors and officers have an appropriate understanding of their roles and skills, including in governance and leadership, when leading work delivered through complex partnerships, boards and other mechanisms.

24. Formal governance arrangements must be kept current to cover local decisions made about representation, delegation, scope of responsibilities and reporting. Councils, and their partners, should ensure arrangements meet their needs but take care to minimise additional complexity of governance arrangements as new ways of working are adopted.

Scottish Government funding to councils has reduced in real terms since 2013/14 but increased slightly between 2018/19 and 2019/20

25. Councils need to continue to deliver on the increasingly complex range of local and national priorities and initiatives, despite several years of reducing funding and increasing demands on services. Between 2013/14 and 2019/20, total revenue funding has fallen six per cent in real terms. Scottish Government funding to councils is forecast to continue to reduce in the medium-term.

26. Scottish Government funding is the largest source of income for councils. Overall, total revenue funding will increase by 1.1 per cent in real terms between 2018/19 and 2019/20 (Exhibit 2, page 15).

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Governance describes the structures, systems, processes, controls and behaviours for managing activities.

Accountability is the way individuals or groups are held responsible for managing and planning how resources are used and how well performance aims are achieved. For example, chief executives in councils are accountable to councillors.

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Revenue funding is funding from Scottish Government to councils for day-to- day services.

Total revenue funding consists of general resource grants, specific revenue grants and non-domestic rates income (NDR).

Core revenue funding includes the general resource grant and non-domestic rate income, and reflects the funding councils have control over to provide services.

Exhibit 2
Funding from Scottish Government to councils
Total revenue funding increased slightly between 2018/19 and 2019/20.

Cash			Change 17/18 to 18/19		Change 18/19 to 19/20		Change 17/18 to 19/20	
2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	Cash (%)	Real (%)	Cash (%)	Real (%)	Cash (%)	Real (%)
General Resource Grant								
6,808	6,885	6,718	1.1	-0.7	-2.4	-4.2	-1.3	-4.8
Non-domestic rate income								
2,666	2,636	2,853	-1.1	-2.9	8.2	6.3	7.0	3.3
Core revenue funding								
9,474	**9,521**	**9,571**	**0.5**	**-1.3**	**0.5**	**-1.2**	**1.0**	**-2.5**
Specific revenue grants								
211	274	508	29.7	27.4	85.5	82.3	140.6	132.2
Total revenue funding								
9,685	**9,795**	**10,078**	**1.1**	**-0.7**	**2.9**	**1.1**	**4.1**	**0.4**

Note: We have used the most current information available. This means we have used 2019/20 budgeted funding and compared this with 2017/18 and 2018/19 outturn funding. This does not include £355 million allocated in 2018/19 and 2019/20 from the Scottish Government's health budget to Integration Authorities. The additional funding of £34.5 million is included in the 2017/18 cash funding column above.

Source: Audit Scotland; Scottish Budget 2019/20; Local Government finance circulars 04/2018, 08/2018, 02/2019

27. On 28 March 2018, the Scottish Government paid £34.5 million of additional funding to councils. Although this was funded from Scottish Government underspends and paid in 2017/18, it was shown as 2018/19 funding in the local government settlement:

- By recognising the £34.5 million as 2018/19 funding the Scottish Government showed an increase in funding to local government of 1.7 per cent in cash terms and 0.2 per cent in real terms compared to 2017/18.[8]

- In the 2019/20 settlement, the 2018/19 total revenue funding figures no longer include the £34.5 million. The settlement makes no reference to this adjustment or that it is included in 2017/18 funding. Taking this adjustment into account, between 2017/18 and 2018/19, the Scottish Government's total revenue funding to councils increased by 1.1 per in cash terms but this was a 0.7 per cent decrease in real terms. Our figures now include the £34.5 million as 2017/18 income.

28. The presentation of the £34.5 million within the annual settlements, and failure to refer to the change or how it has been treated, has made it harder to compare annual changes in local government funding. It is important that funding allocations are transparent and consistently applied across years to allow public bodies to plan and manage their finances effectively and support parliamentary scrutiny.

National policy initiatives make up an increasing amount of council budgets

29. A growing proportion of Scottish Government total revenue funding to councils is protected to support Scottish Government priorities. Our analysis shows that revenue funding to support specific Scottish Government policies has increased from 6.6 per cent of total revenue funding (£643 million) in 2018/19, to 12.1 per cent (£1.2 billion) in 2019/20 (Exhibit 3, page 17). This is because:

- The Scottish Government funding that must be spent on specific policy initiatives (specific revenue grants), such as the Pupil Equity Fund, now makes up an increasing proportion of total revenue funding. In 2018/19, this represented 2.8 per cent of total revenue funding and in 2019/20 will increase to five per cent.

- Alongside the specific revenue funding set out in the settlement, several of the Scottish Government's policy initiatives have funding attached to them. Although these are not explicitly ring-fenced, if the council does not meet the objectives it may lose out on the funding. These have grown from 3.8 per cent of total revenue funding in 2018/19 to 7.1 per cent in 2019/20 and are predominantly for education and social care services.

If these funding obligations are excluded from councils' total revenue funding, the amount remaining was £9.2 billion in 2018/19 and £8.9 billion in 2019/20. This is a decrease of £449 million in real terms, five per cent of 2019/20 total revenue funding.

30. Councils face other obligations which limit where they can make savings, for example:

- Councils must make repayments on their debt. In 2018/19 they budgeted to spend £1.2 billion, ten per cent of their budgeted net revenue expenditure, on debt repayments.

- In December 2018, COSLA made a pay offer for a three-year settlement for 2018/19 to 2020/21. The offer included an increase of 3.5 per cent for 2018/19 (capped at £80,000) and a three per cent increase in each of the following years. Any settlement that is accepted will need to be funded from revenue funds.

- In February 2019, Glasgow City Council approved the settlement of its equal pay claim. It has agreed to make payments of around £548 million (44 per cent of its 2019/20 revenue funding from Scottish Government and council tax) in 2019/20. Our auditors will monitor this as part of the annual audit work.

- In 2019/20, councils can only reduce their allocations to Integration Authorities by 2.2 per cent compared to 2018/19.

31. Social care and education make up a large proportion of councils' budgets. In 2018/19 councils budgeted to spend £3.3 billion on social care and £5.2 billion on education. This includes £2.4 billion on primary and secondary teachers' salaries. Together, this represents 69 per cent of their net revenue expenditure. Although it is possible for councils to make savings in these areas, national priorities, statutory obligations and demand for services make this challenging.

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Net revenue expenditure is financed through Scottish Government funding, council tax and the use of reserves.

Individual revenue allocation consists of Total revenue funding and assumed council tax contribution.

Exhibit 3
Spend on national priorities in 2018/19 and 2019/20
In 2019/20 councils will spend 12.1 per cent of their revenue funding meeting national priorities.

Total
revenue
funding

2018/19

93.4%

6.6%

3.8%

2.8%

£9.79 billion

2019/20

87.9%

12.1%

7.1%

5%

£10.08 billion

Remaining revenue funding   Policy initiatives   Specific revenue grants
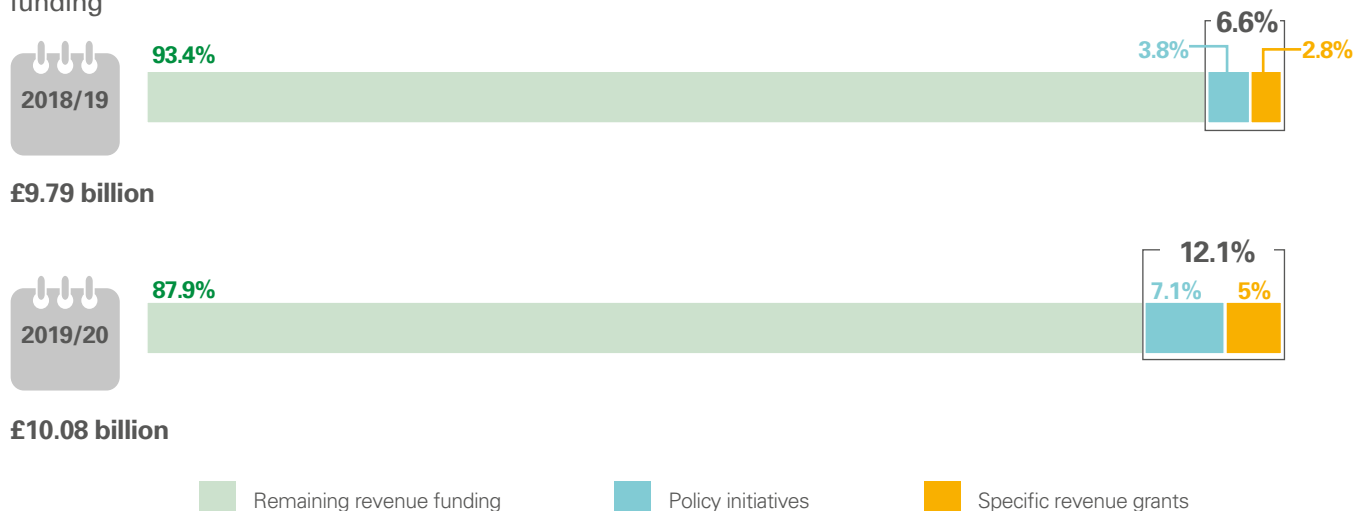
Source: Audit Scotland, Local Government finance circular 2/2019, Scottish Budget 2019/20

32. As a result, as we have previously reported, councils have made larger reductions to services other than education and social work. These include economic development, waste management and planning services, which are still important for maintaining the health, safety and wellbeing of residents. Between 2013/14 and 2017/18 spending was reduced as follows:

- planning and development services (28 per cent)

- cultural and related services (14 per cent)

- roads and transport (seven per cent).

33. The Commission recognises that councils cannot be expected to deliver continuous performance improvement across all services in the current financial climate. Councils should set their priorities and invest in line with them. However, it is more difficult to do if increasing amounts of their budgets are protected. There is a risk that these budget reductions will have an impact on the sustainability of services as they are currently delivered. Councils need to continue to seek innovative ways to improve the efficiency of how they deliver all services and be clear about the anticipated impact on performance and service scope.

Some council service areas can expect further funding reductions
34. The Scottish Government's five-year strategy sets out its spending priorities to 2022/23; these are health, police, early learning and childcare, secondary school attainment, higher education and social security. Council services outside

education and early years are not identified as Scottish Government priorities and so will be disproportionately affected by any reductions to the Scottish budget. We calculated that other services outside the Scottish Government's priorities could face between one and 16 per cent real terms reduction to their budgets.[9]

Councils are managing reducing budgets despite local challenges

35. We have previously reported that councils will have their own social and demographic circumstances to manage alongside funding reductions. An ageing population increases demand for social care services, rurality can make it more difficult to deliver services cost-effectively, and deprivation and poverty have wide-ranging impacts which can affect council services. However, the majority of revenue funding is allocated according to the size of the council's population. Other factors are not always as clearly reflected in the funding allocations (Exhibit 4, page 19). For example:

- Eilean Siar and Argyll and Bute have seen some of the largest reductions in their funding allocations since 2013/14 due to a declining population but are also two of the most rural areas and have growing elderly populations.

- Some of the councils with high levels of deprivation, including Inverclyde, Glasgow and West Dunbartonshire, have also seen higher than average reductions to their core budgets.

36. Medium and long-term scenario planning will help councils understand what the likely implications are for them which will in turn help inform how best to provide services in the future.

Population change is affecting demand for services.

37. Demographic pressures, including an ageing population continue to increase the demands on council services. Over the period 2016 to 2041, ten councils expect an increase in both the over-65 population and the under-15 population. The Improvement Service estimates that, because of changing demographics, demand for services will increase by 2.6 per cent between 2018/19 and 2019/20. This represents an additional £248 million of spend for councils.[10]

38. All councils are projected to have an increase in the number of people over 65 by 2041. West Lothian council has a projected 45 per cent increase in the over-65 age group, the highest in Scotland. An ageing population represents a significant challenge for councils especially in delivering social care services:

- The Institute for Fiscal Studies estimates that over the next 15 years, social care funding in the UK will need to increase by 3.9 per cent in real terms each year to meet the needs of an ageing population and more younger adults living with disabilities.[11]

- The Scottish Government estimates an additional £683 million will be required by 2023/24 to meet additional social care demand.[12]

39. Ten councils are expected to see an increase in the proportion of people aged under 15 during the period 2016 to 2041, while 22 expect a decrease. For example, East Lothian Council expects its under 15-year-old population to increase three times faster than the Scottish average between 2016 and 2026. This increase means the council will need to fund:

Do you have a clear understanding of the demographic circumstances within your council area?

Do you know how effectively your council uses this information to decide how to provide services in the future?

Exhibit 4

Changes to council core revenue funding in real terms between 2013/14 and 2018/19, illustrated with socio-demographic factors that can impact on service demand and costs

Demographic change, rurality and deprivation will all have implications for council services. The majority of core revenue funding is allocated based on population factors so funding reductions largely follow population change.

	Change in core revenue funding 2013/14 to 2018/19[1]	Change in population 2013 to 2017[2]	Rurality[3]	Deprivation[4]	Percentage of children in poverty[5]	Percentage of non-working age population[2]
Eilean Siar	-15.4%					
Shetland	-14.1%					
Argyll and Bute	-13.2%					
Edinburgh	-11.4%					
Glasgow	-10.5%					
Dumfries and Galloway	-10.4%					
Inverclyde	-10.3%					
North Lanarkshire	-10.0%					
Aberdeen	-9.9%					
West Dunbartonshire	-9.8%					
Highland	-9.8%					
South Lanarkshire	-9.5%					
Renfrewshire	-9.0%					
Clackmannanshire	-8.4%					
South Ayrshire	-8.4%					
East Ayrshire	-8.3%					
Angus	-8.3%					
Scottish Borders	-8.2%					
Fife	-7.8%					
Falkirk	-7.4%					
Perth and Kinross	-7.3%					
Stirling	-7.1%					
Orkney	-6.7%					
North Ayrshire	-6.5%					
East Lothian	-6.4%					
Dundee	-6.4%					
East Renfrewshire	-5.5%					
East Dunbartonshire	-5.3%					
Moray	-5.3%					
Aberdeenshire	-5.0%					
West Lothian	-5.0%					
Midlothian	-4.4%					

More
Less

Note: The darker the colour the more significant an issue it may be to that council, Rurality can make it more difficult to deliver services cost effectively, an ageing population increases demand for services and deprivation and poverty can have wide ranging impact on residents and councils (Paragraph 41).

Sources: 1. Scottish Government financial circulars 2013, 2014 and 2019. 2. National Records Scotland mid-year population estimates 2013 and 2017. 3. Scottish Government Urban Rural Classification 2016. 4. Scottish Index of Multiple Deprivation 2016. 5. Children in families with limited resources across Scotland 2014-16, Scottish Government, 2017.

- the capital cost of building four new primary schools and a secondary school

- the costs of developing the roads and utilities to these developments

- the day-to-day costs of running and staffing the schools.

The number of people living in poverty has increased, putting additional pressure on council services

40. The Scottish Government reports that relative poverty rates are slowly increasing and that since the period 2012 to 2015, there has been a rise in income inequality. Between 2013 and 2016, the top ten per cent of the population in Scotland had 21 per cent more income than the bottom 40 per cent; in 2014 to 2017 this increased to 24 per cent more income.[13] The Joseph Rowntree Foundation also reported an increase in child poverty rates during this period.[14]

41. There are implications for councils from more residents living in poverty, as they are more likely to need support from their council or have difficulty paying their council tax or rent:

- As part of the Child Poverty Act, councils are expected to produce an annual joint report with the NHS on their activities to address child poverty at a local level. It is not clear what resources councils will choose to allocate to their child poverty duties and reporting arrangements, but it may be substantial for those councils with high or growing rates of child poverty.

- Libraries now help people apply for benefits using their computers but a survey by Citizen's Advice found that people from the most deprived areas were less likely to be able to use a computer than those from the least deprived areas. It also found that of people seeking benefits advice, 25 per cent would need help and 27 per cent would not be able to manage at all.[15]

- There is also evidence to suggest that individuals' levels of debt have increased, and this could affect councils in council tax collection or rent arrears. The Joseph Rowntree Foundation found that in the UK six per cent of adults in the most deprived areas had council tax debt compared to 0.1 per cent in the least deprived.[16]

- Council accounts show that rent arrears have increased by nine per cent between 2016/17 and 2017/18; as councils have different procedures for managing and writing off rent arrears the level varies by council. The National Audit Office (NAO) found that local authorities in England reported higher rent arrears following the introduction of Universal Credit.[17]

- Homelessness applications have increased by one per cent between 2016/17 and 2017/18. During this period 17 councils saw an increase in the number of applications. Of those assessed as homeless or threatened with homelessness, 47 per cent had at least one additional support need, such as mental health problems, compared to 34 per cent in 2012/13.[18]

Part 2

How councils are responding

42. In Part 1 we described the complex financial, policy and legislative challenges that councils face. Effectively led councils are clear about how these issues impact locally. They also recognise that the financial and demand pressures mean that planning and implementing changes to find efficiencies alone is no longer enough and the redesign of service delivery is needed. Part 2 focuses on some of the main considerations for councils and how they are responding to this need.

Transformational change requires strategic leadership, planning and good governance

43. Councils have worked hard to make efficiency savings. These have mostly focused on service review and improvement activity, property rationalisation, and improvements in back office functions such as human resources, payroll and finance systems. In many councils, these activities are unlikely to be sufficient to address the growing gap between demand and resources, and more fundamental changes are needed.

44. In making more fundamental changes councils have different approaches; many have a transformation programme, although it is not always called this, whereas some integrate service redesign work into mainstream council management and improvement activity. Transformation activity does not have to change everything at once; it can deliver change incrementally.

45. Making change through transformation to the services and functions of the council requires effective leadership and good governance arrangements. Transformation and change initiatives should contribute to the council's strategic and outcome priorities. It should also be a consideration in strategic planning. This includes decisions relating to arrangements such as:

- implementing digital approaches

- financial planning and funding approaches

- working in partnership

- community empowerment activity

- workforce planning and development.

These issues are all linked, and their interdependence needs to be understood by councillors and senior management.

Do you understand how your council's approach to transformational change will improve services and save money?

How will you monitor and scrutinise progress of transformational projects?

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

Do you know what the financial repercussions will be if your council's transformation activity fails to meet its savings targets?

46. To make good decisions about opportunities and options for change, councils need to ensure that they make effective use of good-quality information and data. This includes benchmarking with other councils and using performance information to identify and understand why performance varies across councils and where this offers opportunities to improve. Part 3 of this report sets out an overview of current performance across councils and some notable variances.

Good transformation is well scoped, addresses the needs of people who use services and should have proportionate governance structures.

47. The aim of transformational change is to improve outcomes for service users by making services to communities more efficient and effective. Transformation requires moving away from established ways of delivering services and this can bring considerable challenges. Successful projects dedicate time at the start to fully understand the issues that need to be addressed. To deliver transformative change, councils should:

- Adopt a holistic approach to service design. Transformation benefits from different departments working together to find the best solutions to improving services.

- Engage with service users and staff from the outset, to make the right decisions about where problems and opportunities lie, and what needs to change.

- Allow time for staff involved in transformation to properly scope and appraise options before committing to savings estimates.

To do this councils will have to consider how to incorporate some flexibility and freedom into their change and improvement arrangements, to allow some of the early thinking and design work to take place. This is difficult when budgets are reducing.

48. Good governance arrangements and effective management are essential in enabling the successful delivery of transformation activity. Councils report that they are adopting some key elements of good governance. Almost all councils have specific planning, decision-making and reporting arrangements in place for transformational or change activities. Over two-thirds show evidence of using options appraisals and around half have a dedicated team of staff to support change and transformation.

49. Good transformation should result in a service that better meets the needs of the people that use it, as well as being more efficient. There is scope for councils and other public bodies to share examples of successful transformation activity and learn from each other. Examples include:

- NHS Highland and partners have adapted homes in the 'FitHome' village in Dalmore to enable residents, who are elderly or have physical disabilities, to live safely and independently. The adaptations include sensor equipment that captures data as residents move around their homes and can be used to predict and prevent events such as falls. The first 14 residents moved into their new homes in Summer 2018.

- Glasgow City Council's family group decision making aims to allow children to remain within their wider family group rather than being taken into care.

Is your council's transformation activity supported by good governance arrangements and robust management?

Do you know if the governance arrangements factor in time needed to ensure projects are properly scoped?

Children and their families are involved in creating a plan to meet the child's needs. There are more than 1,300 children looked after by extended family or close friends, known as Kinship Care, in Glasgow. They are supported by 1,017 Kinship Carers with an annual budget of £8.1 million.

There are examples of digital approaches being used to drive improvement

50. Thirty-one councils are involved in the Digital Office (DO) for Scottish local government, a collaborative organisation created to improve the core digital skills held by council workers, digital leadership, and digital services within councils. All councils play an active role in delivering the projects that the DO runs by taking the lead on projects where their officers have expertise. This approach:

- pools in-demand skills and expertise

- shares best practice amongst councils

- fosters a strong culture of collaborative support.

51. Through the DO, councils are sharing their experience of using digital technology to improve service delivery. Some examples include:

- The E-sgoil programme in Eilean Siar uses technology to allow pupils to access teachers, classes or resources from any school within the council or elsewhere in Scotland. Previously a lack of teachers restricted the range of subjects the council could offer. The programme has been offered to other schools and is being used by some other councils. Comhairle nan Eilean Siar is now considering whether it could raise income by extending the programme's reach to other groups from outside the council area.

- City of Edinburgh Council has been working with a private company on its tram systems, using artificial intelligence to identify potentially hazardous situations and ensure that they are avoided.

- Glasgow City Council used data to change its approach to tracking and allocating school clothing grants in Glasgow. It was able to identify those eligible for a grant by analysing data it had already collected. This allowed them to identify 5,000 families who were entitled to funding but had not previously claimed.

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Digital technology:

Technologies used by councils to deliver services and change the way that residents and staff interact with the council.

There are specific challenges that councils need to recognise to successfully deliver digital transformation

52. People increasingly expect to be able to access services online, and digital provides many options for transformation within a council. However, digital approaches will often be only part of the solution. In many cases, digital can improve services and make them more efficient, but more complex or unusual tasks may require other approaches. Digital transformation also has specific features that councils need to consider:

- Not all service users will be able to access digital services. It is often the most vulnerable within society who have the greatest need for council services but who are least able to access them digitally. They include people living in poverty, the elderly, people living in remote rural locations,

and people living with mental and physical disabilities. By enabling digital access to services for those who are able to use them, staff and funding can be redirected to provide other options, such as face to face or telephone contact, for those who struggle to engage through digital platforms or have more complex problems.

- Procurement of digital-enabled projects may be different to other things the council buys; so its existing arrangements may not be appropriate. Councils should understand that potential savings may not be immediately quantifiable, that investing for the future may be necessary, and that 'agile' management (where projects are broken down into small stages and adapted frequently), may be the best option. For this approach, councils need to invest in training staff and leaders.

- Digital projects can bring significant cultural change to councils. Those leading and managing change need to be sensitive to the potential for disruption in the working environment and for individuals in particular roles. Councils need to ensure that their workforce is included and informed at every stage of a digital change programme.

- Digital projects need to be led and staffed by officers with the right skills in the relevant areas. These skills can be difficult to find in the wider workforce and come at a high cost. The DO has been working with councils to develop these skills.

- The failure of digital projects can open a council up to the risk of losing data or of data being accessed and exploited by external groups. The internal mishandling of data could also leave councils vulnerable to being penalised for General Data Protection Regulation non-compliance.

53. Before embarking on digital transformation activity, councils should understand these challenges and the complexity of what they are trying to do. Our *Principles for a digital future* ⊕ briefing sets out five principles that should be considered when planning and delivering digital programmes. We will be carrying out an audit on digital progress in local government in 2020/21 which will consider councils' digital activity in greater detail.

Good progress has been made with medium-term financial planning

54. The Commission has previously commented on the importance of medium and long-term financial planning, particularly in the context of the increasing financial challenges and wider demands on services.

55. Funding settlements from the Scottish Government to councils continue to be provided on an annual basis. This makes it challenging for councils to plan and budget effectively for the medium term, given such a significant proportion of their income comes from Scottish Government funding.

56. In 2018/19, councils reported a funding gap of £0.3 billion (two per cent of expenditure), £0.1 billion less than in 2017/18. Councils planned to address this through making savings, using reserves and increasing fees and charges.

57. The need to find and deliver savings is expected to continue. We emphasise the increasing importance of medium and long-term planning to manage these

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

financial challenges and to make well-informed decisions which are aligned to council priorities. Medium-term financial planning has been adopted by almost all councils, but less than half have significant long-term plans. Of those councils with longer-term plans, only five consider the impact of population and demand change on their services. The Commission encourages all councils to continue to develop and refine their medium and long-term planning and the use of scenario planning to support both.

Councils are under pressure to find different ways to increase income

All councils increased council tax by the maximum allowable three per cent in 2018/19 for the first time since the council tax freeze was lifted

58. As revenue funding has fallen in real terms, council tax represents an increasingly large proportion of the total funding available to councils, from 16 per cent in 2013/14 to 18 per cent in 2018/19. In the 2017/18 budget, the Scottish Government announced the end of the nine-year council tax freeze, but capped the amount councils could increase it by to three per cent:

- In 2017/18, 24 councils increased their council tax, including 21 that increased rates by the maximum allowed.

- In 2018/19, all councils increased council tax by three per cent.

In 2019/20, the Scottish Government increased the cap to 4.8 per cent in cash terms, or three per cent in real terms. Twelve councils decided to increase council tax by the full amount. Thirteen councils increased it by three percent and the other seven by between 3.9 and 4.5 per cent.

59. In 2017/18, an estimated additional £110 million was raised through council tax reforms, these included a change to higher rate council tax bands and an end to council tax relief on second homes.

Councils have looked for other ways to increase income

60. We reported in our *Local government in Scotland: Financial overview 2017/18* that there is variation in how councils approach increases to charges. Some councils are making increases to all charges, some are making significant increases to certain charges such as commercial waste and some are introducing new charges, for example for garden waste and public toilets.

61. From information provided by auditors, we found that councils had increased 11 types of charges by more than inflation between 2016/17 and 2018/19. The highest increases were in relation to burials. The cost of a burial plot increased by an average of 20 per cent (22 councils responded) and the cost for burial services increased by 12 per cent (23 councils responded).

62. COSLA and some councils are seeking opportunities to raise local taxes.

- City of Edinburgh Council is the first council to propose a transient visitor levy or 'tourist tax' to raise funds to manage and promote tourism in their local area. In February 2019, the council approved plans for a £2 or two per cent per room per night charge which it expects will raise up to £14.6 million.[19] It now requires legislation from the Scottish Government to implement the tax. The Scottish Government committed to a consultation on the tourist tax in January 2019.

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

Do you know what options your council is considering to maximise income?

How is your council considering the impact that these changes might have on equalities?

If your council is considering generating commercial income, do you know how it plans to mitigate the risks?

- In the 2019/20 budget the Scottish Government agreed to support an amendment from the Scottish Green Party to the Transport (Scotland) Bill that would give powers to councils to introduce a workplace levy. This means employers would pay the council a tax for any car parking spaces they offered.

Councils are considering development of commercial services, but risks need to be well managed

63. As part of longer-term financial planning, councils are considering how they can develop approaches to generate commercial income, beyond local fees and charges for current services. If councils choose to do this they need to consider; whether they have the skills and staff numbers to deliver it, the impact it may have on the local economy, and how they will mitigate the risks of investing public money in the commercial market.

64. Given that there has been more development of commercial arrangements in England, it is useful to consider the learning from this. Councils in England have experienced very significant reductions in funding (funding to local government has fallen by 49 per cent between 2010/11 and 2017/18) and have used several commercial approaches to support their finances in response.[20] The NAO reported that between 2013/14 and 2016/17, there had been a 31 per cent increase in external interest payments and a 16 per cent increase in trading profits.[21] Some councils have borrowed money to invest in property from which they then earn an income or profit. The UK Government reports that:

- spending on trading services has increased from £323 million in 2014/15 to £2.9 billion in 2017/18

- land and buildings acquisitions increased by 43 per cent in the last year to £4 billion in 2017/18.[22]

65. The Chartered Institute of Public Finance and Accountancy (CIPFA) is concerned by the level of borrowing by councils and is producing guidance for those considering this route; it has cautioned councils against:

- becoming dependent on commercial income

- taking out too much debt relative to their total spending

- taking on debt to finance commercial investments, such as shopping malls or office blocks.[23]

Good partnership working is critical if councils are to deliver priorities and improved outcomes for communities

66. The Commission has consistently highlighted the increasing importance of good partnership working in the Scottish public sector. Working well with local partners in the public, private and third sectors is becoming increasingly important as councils try to deliver more for less. Given the significance and the potential efficiencies, both financial and non-financial, that collaborative working in the public sector can achieve, this will continue to be an area the Commission will have an interest in over future years.

Does your council consider sharing services in options appraisals and change programmes?

Do you know if there are processes in place in your council to facilitate collaborative working on a local, regional or national basis?

67. Shared services are one potential approach to partnership working. Through our audit work, we have seen only a limited number of examples of councils sharing services. These include:

- East and South Ayrshire work together to deliver roads-related services through the Ayrshire Roads Alliance

- East and West Dunbartonshire share an IT data centre

- Renfrewshire, East Renfrewshire, Inverclyde and West Dunbartonshire are part of a joint emergency planning service.

Although integration authorities have made some improvements they must overcome several significant barriers to speed up change and improve outcomes

68. The Public Bodies (Joint Working) (Scotland) Act 2014 (the Act) established 31 integration authorities (IAs) which are partnerships between NHS boards and councils. They are responsible for directing almost £9 billion for the delivery of adult health and social care, and in some council areas, for other services, such as children's services. Our report *Health and social care integration* and our *Local government in Scotland: Financial overview*, both published in November 2018, found that although progress has been made there are significant challenges to overcome (Exhibit 5).

Do you know how your council is ensuring the good governance and financial sustainability of its Integration Authority?

Do you know what your council is doing to ensure that it works with partners to be more open and realistic about changes needed?

Exhibit 5
Challenges to health and social care integration in Scotland
There are significant changes required if integration is going to make a meaningful difference to the people of Scotland.

Issues sharing data — **Governance** — Disagreement over arrangements[1]

No evidence of long-term planning

Issues linking resources to priorities

£ Financial

Large funding gaps

Difficulties agreeing budgets

Challenges with health and social care integration

Lack of collaborative leadership

Lack of strategic capacity

Leadership

Lack of knowledge and understanding among leaders

High turnover in leadership teams

Note: 1. Disagreements are often due to differing views on responsibility, especially about who is responsible for service performance and quality of care and when accountability for a decision rests with individuals who are no longer responsible for taking them.

Source: *Health and social care: update on progress*, Audit Scotland, November 2018

69. Performance of IAs in terms of the outcomes experienced by patients is discussed further in Part 3 (paragraphs 114–118).

The Community Empowerment Act fundamentally changes the relationship between council and communities

70. Councils are committed to community empowerment and most are beginning to implement their arrangements at a local level. Effective use of community empowerment can contribute to change and transformation by generating ideas and by involving communities in the difficult decisions that need to be made about priorities and options.

71. Our work shows that some councils:

- have well-established arrangements in place to empower communities (Case study 1)

- are providing training to elected members and officers to enhance their knowledge of community empowerment

- are working to develop community capacity, including providing information and training to communities on how to deliver a service and support through the community asset transfer process.

Case study 1

East Ayrshire Council's 'Vibrant Communities' approach

The Vibrant Communities approach is to work 'with people' rather than 'for people'. It focuses on two areas:

- Early intervention and prevention – acting as soon as possible to tackle problems for children, families and vulnerable people.

- Sustainable communities – empowering and enabling communities to get more involved where they live.

Communities discuss their local needs and priorities and then agree actions to improve their local area. Since 2014, the council has supported 19 communities to develop and implement community action plans through their Vibrant Communities approach. Community workers support community representatives in developing and implementing their plans. Once the plans are established community representative groups monitor progress.

Vibrant Communities has a dedicated community asset transfer team to offer legal, planning and business advice, and advise on alternative funding streams for communities applying for an asset transfer.

Sources: *Best Value Assurance Report: East Ayrshire*, Accounts Commission, May 2018, East Ayrshire Council

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Audit Scotland produced a briefing paper in April 2018 *What is integration*

Does your council engage with communities on decisions about services, budget proposals and priorities?

Are you clear on what community empowerment involves what it means for your council?

What is your council doing to implement community empowerment arrangements at a local level?

Does the Local Outcome Improvement Plan focus on areas where the Community Planning Partnership can make the biggest impact?

Do you know what your council is doing to reach out to 'seldom heard' and disadvantaged groups?

72. While we have seen examples of good progress, some councils still need to do more to meet their obligations under the Act and ensure communities are empowered by building their capacity further.

73. The Act also places a duty on each Community Planning Partnership (CPP) to develop a local outcomes improvement plan (LOIP). LOIPs set out local outcomes that the CPP will prioritise for improvement. Audit Scotland, the Improvement Service and NHS Health Scotland conducted a review of LOIPs in 2018. We found that:

- the scale and scope of LOIPs varies across Scotland, however progress is being made against the expectations of the Act and associated guidance

- LOIPs need to be more focused on areas where the CPP can make the biggest impact

- there are genuine attempts to enhance community engagement and participation

- there is a lack of clarity around how CPPs are reaching those who are under-represented in council decisions, or the most disadvantaged communities.

Councils are engaging with communities but there is less evidence of successful engagement with people from deprived areas

74. Consultation with communities continues to take place mostly through citizens' panels, residents' surveys and council webpages. Our auditors reported that 26 councils involve communities in decisions about services, budget proposals and priorities and nine councils had either a dedicated team or staff member to support community engagement. Some examples of good practice include:

- Argyll and Bute Council carries out an annual consultation exercise on its budget for the coming financial year. It collates and analyses responses and publicly reports the impact of residents' feedback on decisions.

- East Lothian Council has established six local area partnerships to enable community engagement for the CPP. Each partnership is chaired by a member of the community and is made up of elected members, local bodies, interest groups and residents. Locality plans for each area partnership outline their priorities for improvement and help focus budgets around local priorities.

75. The Scottish Household Survey results suggest that councils are less successful in engaging with people from deprived areas. The percentage of all people surveyed who felt they could influence local decisions was 23 per cent in both 2016 and 2017, whereas for people living in deprived areas the figure was 21 per cent in 2016 and 19 per cent in 2017.

Although councils are responding to the requirements of the Act, they need to do more

76. Participatory budgeting is part of the Community Empowerment Act. It gives residents the opportunity to vote on how local money is spent and to have a say on issues important to them. Councils benefit from a better understanding of their residents' needs and communities feel more engaged and empowered. Dumfries and Galloway Council used its participatory budgeting exercise to focus on reducing inequality (Case study 2, page 30). Councils should also consider

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The Community Empowerment Act (Scotland) 2015 requires that councils ensure communities are actively involved in deciding how public services are planned and provided and seeks to empower community bodies through transferring ownership of land and buildings.

As part of the Act, local authorities have statutory oversight of community councils and are required by statute to consult community councils about planning applications and licencing matters.

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What is your council doing to ensure that one per cent of revenue budgets is allocated through participatory budgeting by 2020/21?

whether their approach to participatory budgeting is inclusive of a range of groups within their area, including disadvantaged and hard-to-reach groups, and the impact on improving outcomes.

Case study 2

Dumfries and Galloway Council's tackling poverty participatory budgeting exercise

Dumfries and Galloway Council allocated £240,000 from its Tackling Poverty fund towards a participatory budgeting exercise, 0.08 per cent of its total revenue funding. Sixty-three projects from across the region progressed to public voting events. Successful projects were focused on alleviating different aspects of poverty. Examples of successful projects included provision of:

- emergency power payments, sanitary products and essential toiletries (low income and financial poverty)

- school holiday breakfast and lunch clubs for low income families (food poverty)

- transport for access to services and activities (fuel poverty, rurality and isolation)

- ICT learning activities for those who require access to benefits and who are seeking employment (access to information and educational activities/opportunities).

The council evaluated the project and used feedback to identify how the process could be improved in the future, such as increasing the number of voting events and improving communications to build awareness and generate interest.

Sources: *Best Value Assurance Report: Dumfries and Galloway Council*, Accounts Commission, November 2018. *Participatory Budgeting Evaluation Report*, Dumfries and Galloway Council, 2018

77. We are aware of 13 councils that have held participatory budgeting exercises; however, they remain small in scale. COSLA is supporting councils' work towards the Scottish Government's target of allocating one per cent of revenue budgets to participatory budgeting by 2020/21. For example, Dundee City Council held a participatory budgeting exercise in 2017/18 where 11,000 people voted on which priority projects should be allocated a share of £1.2 million (0.3 per cent of the council's £343 million revenue funding). Communities, existing representative groups and elected members were involved in the selection of projects and the council held a community conference to shape ideas. Feedback on the exercise was positive and the council will use learning to shape future exercises.

78. The Accounts Commission has a continuing interest in community empowerment, and will consider the pace and level of progress in future Best Value work and performance audits.

Workforce reductions have changed how councils are structured and the skills available, but the quality of workforce planning is inconsistent

79. Councils spend a substantial part of their revenue budgets on their staff. They directly employ around 243,000 people, around 197,500 full-time equivalent (FTE) staff. This is 48 per cent of the public-sector workforce, meaning councils are the largest employer in the Scottish public sector. Reducing the workforce is one of the main ways councils have made savings. For example, in Dumfries and Galloway the council saved £60 million in the past five years partly through reducing its workforce by 11.3 per cent.[24] Councils need to do more to ensure they understand in detail the profile and capacity of the management and workforce they currently have and need in the future. This is fundamental for being able to effectively respond to the challenging context and deliver effective change.

80. The Scottish Government reports quarterly on total local government staff and every year on social workers and teacher numbers.

- Between September 2017 and September 2018, there has been a small decrease, 0.2 per cent, in FTE staff numbers within councils. Since 2013, staff numbers have fallen by almost 5,000, a decrease of two per cent.[25]

- In the past five years there has been a 0.1 per cent reduction in social workers and a 1.6 per cent increase in teachers compared to a two per cent reduction for total council workforce.

Therefore, teachers and social workers now make up an increasing proportion of council employees, 29 per cent in 2017 compared to 27 per cent in 2013.

The quality of workforce planning varies across councils
81. The Commission believes that integrated workforce planning is essential for robust medium and long-term planning and effective transformation. This should include an analysis of what the council will need in the future, where the gaps lie and how to address them, either through training, recruitment, restructuring current resources, shared arrangements with other organisations, or procuring specialist skills.

82. Workforce planning is an area where progress is mixed across councils. Glasgow City, as an example, has a coordinated approach to workforce planning. Each service has a workforce plan which forecasts its requirements. Quarterly updates are collated centrally to identify gaps and surpluses which are then used to develop budgeting and resourcing plans including redeployment and retraining opportunities. However, there are other councils where it is not clear what the workforce will look like in terms of numbers and skills in the medium or long term.

Councils need to plan to ensure they have the staff, skills and leaders to deliver change, but there is no national data on workforce by service
83. Effective leadership is fundamental to the successful implementation of change in a complex and changing policy landscape. Councils need to ensure they have the best possible political and management leadership. This means ensuring there is appropriate training and development to support both councillors and management. For senior management this also means building the best strategic team possible and ensuring there is enough capacity to lead change and wider responsibilities. The Commission considers that this means recruitment

What is your council doing to ensure that it has the right capacity, skills and leadership in its workforce?

What training does your council make available to officers and councillors to ensure they have the skills to deliver services in the future?

to chief executive posts should include open competition to secure the best possible pool of candidates. Unless there is a clear rationale, which should be articulated in public council papers, key senior management positions, such as director and head of service level posts, should also be advertised externally.

84. There is a lack of national data on workforce by service. This makes it difficult to be able to determine what is needed in terms of skills or training for staff across Scotland, how services have been affected by the overall reduction in workforce and to inform benchmarking and sharing good practice. Other available data indicates reductions in some services, for example:

- The Royal Institute of Town Planners report a 23 per cent reduction in the planning workforce in Scotland from 2009 to 2016.[26]

- The Society of Chief Officers of Environmental Health in Scotland report that the number of professionally and technically qualified environmental health staff has decreased by 12 per cent from 2016 to 2018.[27]

- The number of librarians has fallen by 22 per cent and the number of library staff by seven per cent between 2014 and 2018.[28]

85. Councils continue to report staff shortages in key service areas:

- Two-thirds of councils reported a shortfall in mental health officers, the additional hours needed per week to make up this shortfall is equivalent to 41 full-time officers.[29]

- Care Inspectorate reports for Eilean Siar and Renfrewshire observed the continued difficulties in recruitment and retention of social care workers and the impact this has on services.

86. The UK's withdrawal from the EU could exacerbate problems of staff shortages as it could result in a loss of non-UK EU nationals from the workforce or difficulty recruiting from Europe. The Scottish Government estimates that there are 9,830 non-UK EU nationals working in social care in Scotland, 5.6 per cent of the workforce.

87. Councils are competing with other organisations for the same skills, for example digital, project management, planning and engineering expertise. Difficulties with recruitment and retention are compounded by an ageing workforce within councils and with a smaller working age population to recruit from. Also, many of the reductions in the workforce are from those approaching retirement, meaning that their skills and experience are lost to the organisation. For example, in Dumfries and Galloway Council 44 per cent of staff are over 50 years old.

88. Councils need to ensure there is sufficient training for their staff to allow them to respond to the changing and more pressured environment. There is no national data on skills training programmes; however, in our BVAR reports we have highlighted how some councils have approached this:

- In West Dunbartonshire Council, staff have a skills passport which sets out mandatory learning for staff at various career milestones. This allows them to plan for their ongoing development and encourages continuous learning.

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

Does your council have an organisation-wide workforce plan? Does it contain information about the numbers, costs and skills of the actual and desired workforce?

• Dumfries and Galloway Council's 'Grow your Own' scheme retrains staff in areas where there are recruitment issues. As a result, it has been successful in filling teacher vacancies.

Councils should consider the impact of change on their staff

89. Savings programmes and staff reductions mean some uncertainty for council staff. Unless managed well, this could have an impact on the morale of the workforce and individual staff's wellbeing. Surveys carried out by Unison found that in 2018:

• 75 per cent of Environmental Health and 70 per cent of Trading Standards employees interviewed reported that morale in their organisation was low

• 90 per cent and 78 per cent respectively said that workload was higher than five years ago.[30]

90. Councils should be aware of the impact savings programmes are having on their workforce and put measures in place to address any issues. Many councils do this through staff surveys. Common findings from staff surveys indicated people not feeling valued for what they do, not being asked for their views on change and feeling that working for the council had worsened in recent years due to workload.

91. The average number of sickness days for non-teaching staff has increased from 10.9 days in 2016/17 to 11.4 days in 2017/18. There is significant variation among councils, from an average of 16.8 days in Clackmannanshire to 8.4 days in East Ayrshire. For teachers, the average number of sickness days has fallen slightly from 6.1 days in 2016/17 to 5.9 days in 2017/18, varying from 9.1 days in Clackmannanshire to 4.2 days in East Ayrshire.

92. We have calculated in previous reports that if councils reduced sickness absence they could improve their productivity. If councils with higher rates of sickness absence levels reduced these in line with the top eight performing councils, they would gain the equivalent of 619 non-teaching staff across Scotland, and 248 teaching staff.

Do you know how your council is ensuring changes to staff numbers and working practices do not have a negative impact on morale and wellbeing?

Part 3
Council performance and the impact on communities

Councils understand the challenges facing their communities, but resources need to be better linked to their vision and priorities

93. Our audit work shows that councils continue to clearly set out their strategic priorities and plans. Councils understand the local context of their communities and have a strategic focus on improving social inequality, particularly in areas of high deprivation.

94. Over half of councils clearly link their budget setting to their strategic priorities or plans. This should be evident in all councils. More also needs to be done to demonstrate how spending is linked to outcomes and performance. A positive example that contributes to clearer links is evident at North Ayrshire Council. Officers include information on what outcomes could be achieved for each level of investment when presenting strategic investment options. This allows councillors to consider whether the impact on the council's priorities would be significant enough to warrant the investment.

Councils are focused on performance management and improvement
95. Our Best Value assurance reports to date indicate councils have improved their approaches to managing performance and improvement. Good performance management should link to the council's strategic priorities and be able to demonstrate a link between spend and outcomes.

96. A good council is self-aware, understands its own performance and uses that to make improvements. Our auditors reported evidence of self-evaluation in 14 councils in their 2017/18 Annual Audit Reports. For example, North Lanarkshire Council reviewed its position against the Best Value characteristics and the recommendations in previous Best Value assurance reports to help develop its rolling programme of reviews. Many councils have structured self-evaluation programmes. These can include corporate level and service level assessment tools, for example in West Lothian Council all services complete a bespoke assessment model and attend an officer-led scrutiny panel once in a three-year cycle to provide challenge to the service and promote improvement.

Councils need to show they are delivering against their high-level outcomes
97. As part of setting its *2018 Statutory Performance Information Direction* ⊕, the Commission reviewed performance information available on council websites. It found that:

- Auditors in 20 councils concluded that performance information was satisfactory.

- 90 per cent of councils published an annual performance report and 80 per cent published service level performance information.

Does your council clearly link its budget setting to its strategic priorities and plans?

Are you assured that performance reporting by your council is accurate and accessible?

Can your council demonstrate progress in delivering its key outcome priorities?

- There are large amounts of performance information online, however websites could be easier to navigate, and the information was sometimes out of date. Councils may also want to consider whether having fewer, but better focused, performance indicators would allow them to demonstrate performance against their key priorities more clearly and effectively to the public.

- While 90 per cent of councils report performance against their priorities, few outlined progress against outcomes.

98. It is important that councils clearly report their performance to local citizens and the community. Good performance reporting includes clearly stating how performance and spend are linked to the council's priorities; local indicators which demonstrate quality of service; public satisfaction levels; and an overall assessment of the council's performance against outcomes.

Most national indicators have improved or been maintained but performance varies between councils.

Despite funding reductions, councils have maintained performance against several national indicators

99. The National Performance Framework measures progress across 81 indicators, although some of these are still in development and some do not have the data to allow trend analysis. We have selected 16 of the available indicators, these show that many outcomes have improved across Scotland in the last five years (Exhibit 6, page 36). However, there has been less progress with health outcomes.

100. Many of the NPF indicators are not available at a local level but the Improvement Service has developed a Community Planning Outcomes Profile (CPOP) tool which tracks performance against a set of identified measures at a CPP level. There is a helpful interactive tool on the Improvement Service website ⬀ which allows communities and councils to drill into the data and to compare performance between CPPs, councils and over time. Analysis of the CPOP data shows that the majority of outcome measures have improved over the last five years.

101. There are limitations with the availability of both the NPF and CPOP data. Better data would allow councils to understand differences in demand and performance, report how well they are delivering against their outcomes and enable more informed decisions.

Since 2010/11 performance against most Local Government Benchmarking Framework indicators has been maintained or improved

102. The Local Government Benchmarking Framework (LGBF) is produced by the Improvement Service in partnership with councils. Since 2010/11 it has produced comparative performance information for councils to help them improve. The LGBF contains over 70 indicators covering a broad range of service areas. In previous years and in our BVARs we report on a sample of eight measures to give an indication of council performance.[31] Over the past seven years performance for these indicators has improved slightly or remained stable (Exhibit 7, page 37). This year, the LGBF reports that across all indicators there is some evidence that performance improvement is slowing down for the first time since 2010/11.[32]

Does your council make use of LGBF data to consider where and how it might make improvements to service delivery?

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

Exhibit 6

Changes in performance measures for Scotland's outcomes between 2013 and 2017

Performance against many outcome measures has improved but there has been less progress with health outcomes.

Category	Measure	Change
Children, young people and education	Percentage of settings providing funded early learning childcare achieving good or better across all themes	-0.5%
	Proportion of adults aged 16-64 with low or no qualifications (SCQF level 4 or below)	-1.8%
Satisfaction	Percentage of adults who rate their neighbourhood as a very good place to live	2%
	Percentage of respondents who are fairly or very satisfied with the quality of local services (local health services, local schools and public transport)	-8.2%
	Percentage of people who agree with the statement 'I can influence decisions affecting my local area'	0.7%
	Percentage of households who report being either 'very satisfied' or 'fairly satisfied' with their house or flat	2%
Culture and leisure	Percentage of adults who have participated in a cultural activity in the last 12 months	-0.2%
	Proportion of adults making one or more visits to the outdoors per week	6%
Environment	Percentage of energy consumption which is renewable energy	7.1%
	Household waste (million tonnes)	4.2%
Fair work and business	The total number of private sector enterprises in Scotland per 10,000 adults	8%
	Percentage of workers earning less than the living wage	0.1%
	The difference between male and female full-time earnings, expressed as a percentage of male full-time hourly earnings	-3.4%
Health	Average Mental Wellbeing Score[1]	-0.2%
	Percentage of adults with two or more health risk behaviours (current smoker, harmful drinking, low physical activity, obesity)	1%
	Proportion of adults usually travelling to work by public or active transport	-0.6%
	European Age Standardised mortality rates per 100,000 for people under 75 in Scotland	-2.8%

Note: 1. Warwick-Edinburgh Mental Wellbeing Score.

Source: National Performance Framework

Exhibit 7
Performance against selected indicators, 2010/11 to 2017/18
Performance has been maintained or improved.

Pupils entering positive destinations such as work, training, or further study

Income due from council tax received by the end of the year

People aged 65 and over with long-term care needs, receiving care at home

Total household waste that is recycled

Percentage of A class roads that should be considered for maintenance treatment[1]

Pupils gaining five or more awards at level 6

Pupils from deprived backgrounds gaining five or more awards at level 6

Self directed support spend on adults aged 18+ as a percentage of total social work spend on adults 18+

Note: 1. Roads maintenance is measured in two-year time periods therefore 2009-11 is reported in 2010-11.

Source: Local Government Benchmarking Framework, 2017/18

103. We have also analysed council spending against indicators to see the impact that funding reductions have had on performance at a national level. This shows that since 2010/11 most services have been maintained or improved despite reducing budgets (Exhibit 8, pages 38-39). However, in the past year the data shows that some services are beginning to spend more or have had a decline in performance, for example, the number of library visits has fallen by eight per cent.

Performance variation is expected as councils have different local priorities, but it can also provide opportunities for identifying efficiencies.
104. The Accounts Commission is clear that 'It is for councils to make choices in where they focus their improvement work, but they need to be able to show how they have arrived at such choices'.[33] As such performance against the indicators will vary depending on both local factors and policy decisions.

105. Councils should use the LGBF and other benchmarking tools to understand where councils with similar circumstances are performing better or spending less to provide the same service. Exhibit 9 (page 40) shows that there is a wide variation in both performance and unit costs between councils. There could be several reasons behind this, but it provides an opportunity to share learning and experiences to improve services.

Exhibit 8
Performance and spend in key areas, 2010/11 to 2017/18
There has been a significant increase in expenditure on home care, while the number of hours provided has increased at a lower rate.

Legend:
- Gross expenditure on home care (£ million)
- Homecare hours per year (£ million)
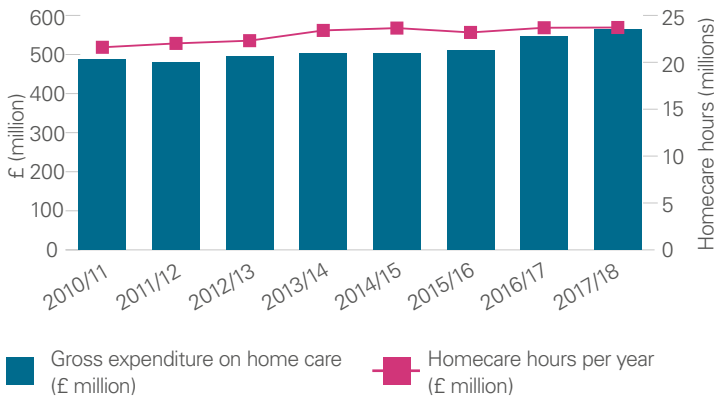
Local variations
Clackmannanshire, Perth and Kinross and Stirling councils have the lowest costs per hour of homecare. The island councils have higher cost per hour of homecare than other councils. Midlothian Council's costs are higher than other mainland councils.

Spending on residential care and the number of residents has stayed relatively constant in recent years.[1]

Legend:
- Net expenditure on care homes for older people (£ million)
- Number of long-stay residents aged 65+ supported in care homes (thousands)
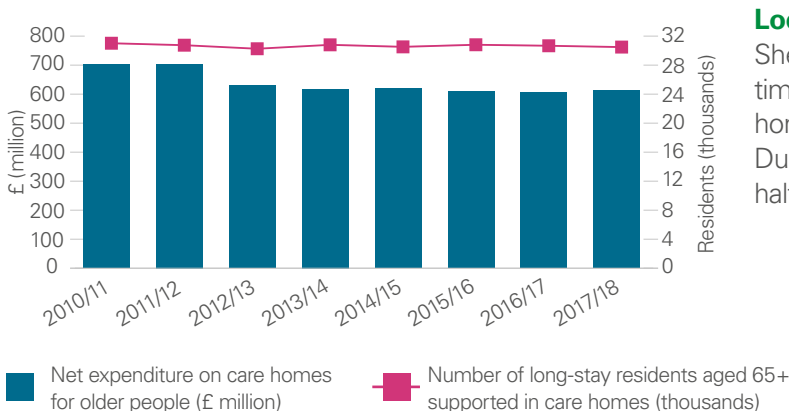
Local variations
Shetland Islands Council spends more than three times the Scottish average per week on their care home residents, £1,349 compared to £386; while Dumfries and Galloway Council spends just over half of the Scottish average (£195).

Spending on culture and leisure continues to fall but visitor numbers to sports facilities, museums, and libraries all decreased in 2017/18.

Legend:
- Total expenditure on libraries, museums and leisure (£ million)
- Number of visitors at sports facilities (millions)
- Number of library visitors (millions)
- Number of museum visitors (millions)
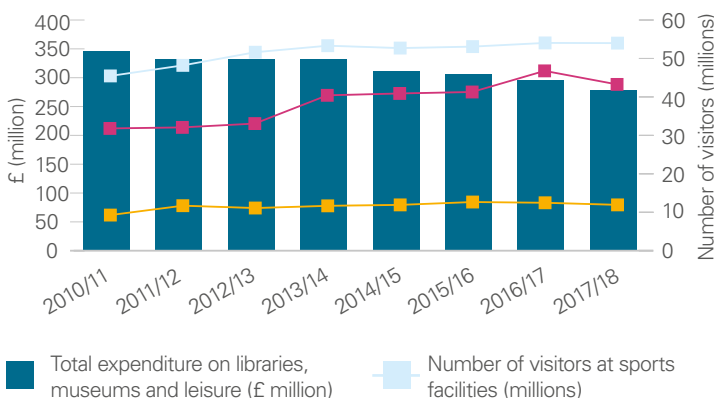
Local variations
The City of Edinburgh Council had the highest number of library visits in 2017/18 and some of the lowest costs per visit. Glasgow City Council had the highest number of museum visitors and average costs per museum visit.

Interactive data map available on our website

Cont.

Exhibit 8 (continued)
Performance and spend in key areas, 2010/11 to 2017/18
Spend on roads has reduced since 2010/11, although it has remained relatively stable in recent years. The percentage of roads classified as needing maintenance increased slightly between 2016/17 and 2017/18.[2]

Legend:
- Cost of maintenance per kilometre of roads (£ thousand)
- Percentage of A class roads that should be considered for maintenance treatment
- Percentage of B class roads that should be considered for maintenance treatment
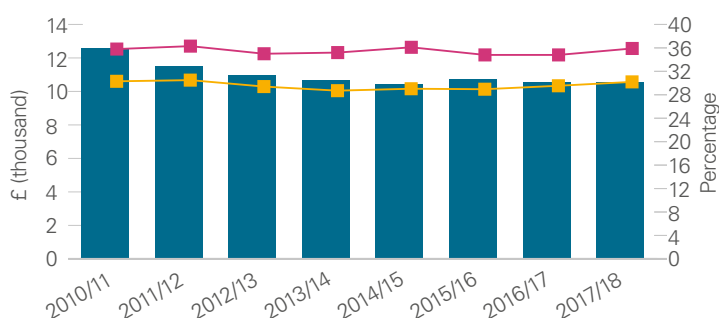
Local variations

Dundee City Council has the lowest percentage of roads in need of maintenance and is in the top 25 per cent of cost of roads per km. Argyll and Bute Council has the most roads in need of maintenance and is in the bottom 25 per cent for cost of roads per km.[3]

For the first time since 2010/11 expenditure on street cleaning increased, by six per cent, but the cleanliness score continues to fall slightly.

Legend:
- Net cost of street cleaning per 1,000 population (£ thousand)
- Street cleanliness score
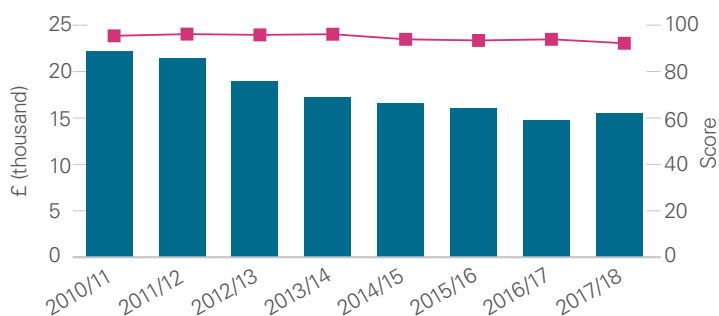
Local variations

In 2017/18, Glasgow City Council spent the most per 1,000 of population on street cleaning, more than double the Scottish average, but had one of the worst street cleanliness scores. Scottish Borders Council has one of the highest street cleanliness scores and spends roughly two-thirds the Scottish average.

Interactive data available on our website

Notes:
1. 2010/11 and 2011/12 expenditure includes support costs so is not directly comparable to later years.
2. The percentage of roads that should be considered for maintenance treatment indicator is measured over two-year periods, for example 2009-11 is plotted as 2010/11.
3. The cost of roads per km includes both revenue and capital expenditure.

Source: Audit Scotland; and Local Government Benchmarking Framework 2017/18, Improvement Service

Exhibit 9
Variation between councils 2017/18
The percentage of unemployed people helped into work by a council employment scheme varied from two per cent in Argyll and Bute to 30 per cent in Renfrewshire.

East Lothian
3%

Argyll and Bute
2%

Renfrewshire
30%

Scotland
14%

Number of councils
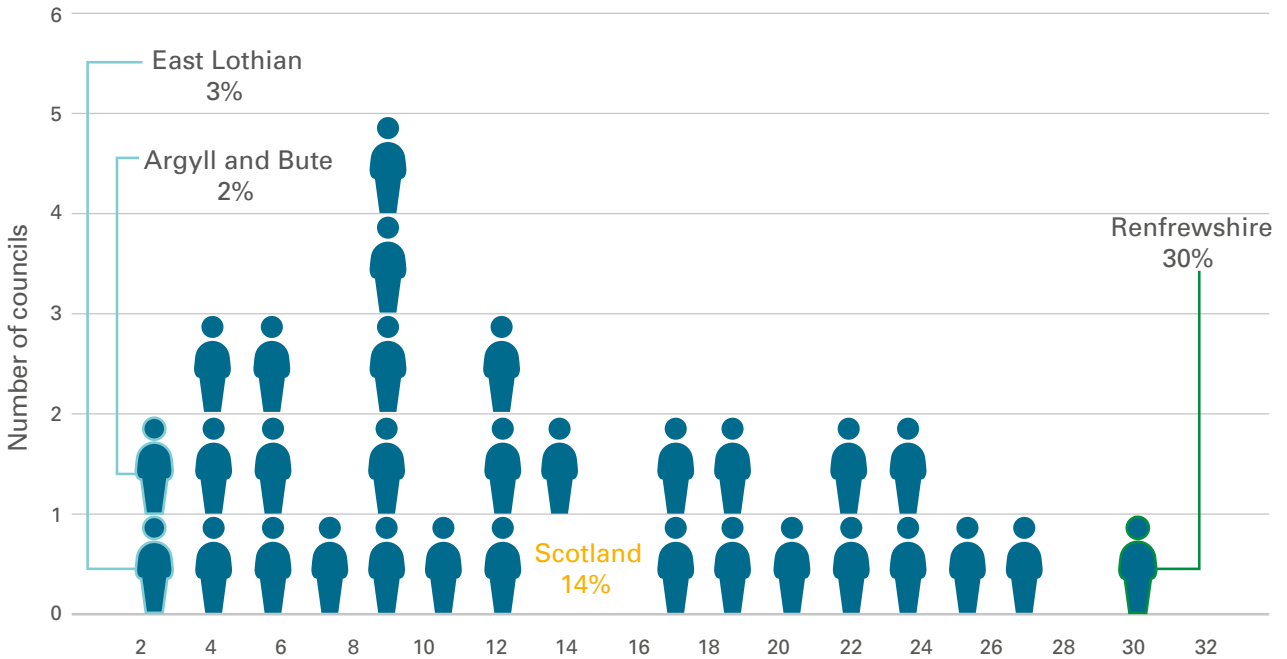
Percentage of unemployed people assisted into work from council operated or funded employability programmes

Note: There is no data for employability in Shetland in 2017/18.

The cost of council tax collection is significantly higher in the island councils.

Clackmannanshire £2.90

Dundee City £12.17
Inverclyde £12.73
Shetland Islands £12.80

Scotland £7.35

Fife £2.78

Orkney £16.93   Eilean Siar £27.02

Number of councils

Cost per premise of collecting council tax

Interactive data available on our website

Note: Scotland figures are the Scottish average.

Source: Local Government Benchmarking Framework 2017/18

- The percentage of unemployed people helped into work through a council operated or funded employability programme ranged from two per cent in Argyll and Bute to 30 per cent in Renfrewshire. We calculated that if all councils could increase their number to the Scottish average of 14 per cent, an additional 3,500 people would have been helped into employment in 2017/18.

- The cost of council tax collection is significantly higher in the island councils; it costs £27 per property to collect council tax in Eilean Siar and £17 per property in Orkney Island compared to the Scottish average of £7. Clackmannanshire and Fife councils spend less than £3 per premise to collect council tax. We calculated that if the 16 mainland councils who spend more than the Scottish average reduced costs to that level they would save £1.7 million and if the Eilean Siar and Orkney reduced their costs to those of Shetland Islands, they would save £209,000 and £179,000 respectively.

Education performance has improved since 2011, but progress slowed in 2017/18 and the attainment gap between the most and least deprived pupils has widened in the last year

106. Education is the largest area of council spend, and the focus of considerable national policy attention. In 2017/18, councils spent £3.9 billion on schools, and a further £0.4 billion on pre-schools. This is a one per cent and three per cent respective real terms increase on the previous year. Spending on schools has reduced by two per cent since 2011/12, but has been increasing since 2015/16, when the Scottish Government introduced its Scottish Attainment Challenge.[34]

107. Nationally pupil attainment has been improving. Across Scotland, there has been a 16 per cent improvement in average tariff score since 2011/12. However, 2017/18 data shows that:

- For the first time there has been no change in the percentage of pupils gaining five or more awards at level 6 and the proportion of pupils gaining five or more awards at level 5 has increased at a slower rate than previous years.

- The gap between average tariff scores of the most deprived pupils and the least deprived pupils increased from 2016/17 to 2017/18. In 2017/18, pupils from the most deprived areas saw a 1.1 per cent reduction in their tariff scores while those in the least deprived saw a 0.9 per cent increase. This increased the gap between the most and least deprived by three per cent since 2016/17.[35]

108. Performance in exams is not the only way to measure attainment. The LGBF also reports on the percentage of 16 to 19 year-olds in work, training or learning which has increased year on year since first measured in 2015/16.

Some councils have done well to improve attainment
109. We reported last year that there is variation in education performance that cannot be explained by deprivation. This is still the case. This year we have considered how councils' performance has changed since 2011/12. All councils have improved their performance despite a reduction in spend. But some councils have improved considerably faster than others and the gap between the best and worst performing council has widened (Exhibit 10, page 42):

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i

Average Tariff Score

Is an overall measure of secondary attainment, taking account of all qualifications a pupil earns from age 14 until leaving school.

Tariff scores strongly reflect the total number of subjects studied which may not reflect curriculum decisions taken by the council.

Exhibit 10
Improvement in average tariff score 2011/12 to 2017/18
All councils have seen an improvement to their overall tariff scores despite reducing budgets but the gap between best and worst performing has increased.
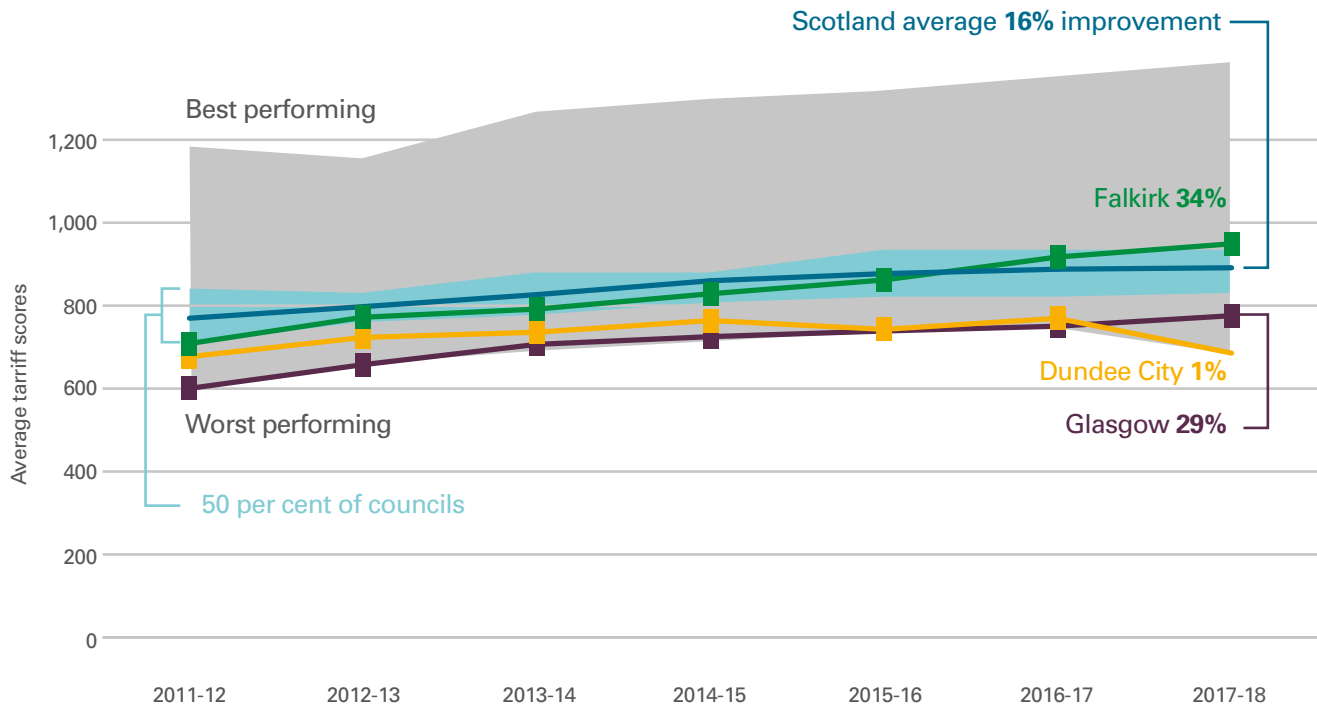
Note: As leaver information is not available when the LGBF publishes its data, the LGBF uses data based on the year pupils are expected to leave school rather than the actual year they left. This means there are some small differences between it and data published by the Scottish Government later in the year.

Source: Local Government Benchmarking Framework 2017/18

- Falkirk Council's attainment has improved by 34 per cent since 2011/12. It is now in the top quartile for attainment, whereas in 2011/12 it was in the bottom quartile.

- Glasgow City Council has seen a 29 per cent improvement in their tariff scores although it remains in the bottom quartile.

- Dundee City Council has seen only a one per cent improvement in its tariff scores since 2011/12. It had a ten per cent drop in tariff score in 2016/17 which affected the overall trend. It has been in the bottom quartile since 2011/12.

110. The reasons behind why Glasgow and Falkirk have seen big improvements in attainment and Dundee has not, cannot be explained simply by the amount spent on education nor levels of deprivation:

- Dundee City Council spends more than the Scottish average per secondary pupil while Falkirk and Glasgow spend less.

- Both Dundee and Glasgow City councils have reduced their spend per secondary pupil by five per cent since 2011/12, a bigger reduction than the

Scottish average of one per cent. Falkirk Council has reduced spend per pupil by one per cent.

- All three councils have high levels of children living in families with limited resources compared to the Scottish average of 20 per cent. Dundee City and Falkirk have similar levels, 26 per cent and 27 per cent respectively. Forty-one per cent of children in Glasgow live in families with limited resources.[36, 37]

- Dundee City Council reports that the drop in tariff scores in 2017/18 is due primarily to a higher than usual number of children leaving school at S4 in 2015/16.

111. This variation provides an opportunity for councils such as Glasgow and Falkirk to share what has helped them make these improvements. Our Best Value work, engagement with scrutiny partners and 2014 report on *School education* ⊕ suggest that the leadership and culture of the organisations have a part to play:

- We highlighted in our 2015 Best Value report on *Falkirk Council* ⊕ that it had good performance management arrangements and a strong improvement culture embedded in its education department.

- Our *Best Value Assurance Report: Glasgow City Council* ⊕ reported that targeted actions have helped improve attainment through the Glasgow Improvement Challenge. The Care Inspectorate and Education Scotland's 2017 inspection of young people's services in Glasgow found that 'strong leadership is driving an ambitious vision to improve life chances for all children and young people in Glasgow'.[38]

- During engagement with scrutiny partners for Dundee City Council, Education Scotland highlighted that the council will need to move from incremental to transformational change to improve attainment.[39] In its 2018 inspection of Dundee's Attainment Challenge progress, Education Scotland found that strong leadership and higher aspirations are beginning to improve the pace of change. It also highlighted strong use of data and collaboration with Dundee University to help understand the pupils' needs and improve attainment.[40]

112. In February 2019, Education Scotland rated Renfrewshire Council excellent in its inspection of the Scottish Attainment Challenge. It found that highly effective leadership and governance and evidence-based interventions had led to significant year-on-year improvements in closing the gap between attainment of the most and least deprived pupils.

113. We will be carrying out an audit on educational outcomes in 2019/20 which will consider the reasons for variation in attainment.

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

Social care services continue to struggle to meet demand
114. Adult social care remains one of the largest areas of spend for councils and the demand for services will continue to increase as the population ages. Older

?

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

people in need of support are either cared for in their home by visiting care workers or in a residential care home. This care is given by a range of different providers. In 2017:

- Most care home residents were cared for by the private sector, 80 per cent, while the NHS and councils cared for 11 per cent of residents and the third sector nine per cent.[41]

- The private sector also provided most homecare hours, 42 per cent, councils provided 41 per cent, the third sector six per cent and a mixture of providers 11 per cent.[42]

115. We continue to see signs that services are struggling to meet the demand for care. We reported in December 2018, that there has not yet been enough progress to address the scale of challenges with social work in Scotland and there are some outstanding areas where action is needed. In 2017/18, the number of hours of personal care at home is at the highest level since 2010/11. Between 2016/17 and 2017/18, councils have spent more on both home care and residential care, this has increased at a faster rate than the people who are cared for. This is in part due to those receiving care having increasing levels of need, as well as the payment of the living wage and overnight allowances to social care workers.

- Total spending on homecare has increased by 3.1 per cent despite only a 0.1 per cent increase in the number of hours of homecare.

- Net spending on residential care homes increased by 1.2 per cent despite a 0.6 per cent reduction in the number of residents.

116. Both satisfaction indicators in the LGBF data show a substantial drop in satisfaction with social care services. Eighty per cent of adults who receive care are satisfied with it and feel it improves or maintains their quality of life. This is down from 84 and 85 per cent respectively and is the lowest since it was first recorded in 2014/15.

117. We reported last year that local inspections raised concerns about the ability of the City of Edinburgh and Scottish Borders councils to meet the demand from older people and the quality of care provided. A progress review of the City of Edinburgh Council's services for older people found that limited progress had been made towards improving the outcomes for many older people. They and their carers were unable to get help even when their needs were critical, and often had to wait lengthy periods for the care they needed. In April 2018, there were 1,500 people in the community waiting for an assessment, waiting an average of 50 days.

118. The Care Inspectorate has also carried out follow-up inspections of Eilean Siar and Aberdeen City Councils and a full inspection of Renfrewshire Council's adult services. It found that progress has been made but observed issues around staff recruitment and retention in Eilean Siar and Renfrewshire and the capacity of care services in Aberdeen.

How is your council adjusting to meet changing demands for care services?

How is this reflected in the performance data?

Public satisfaction is falling

119. The Scottish Household Survey reported that in 2017 public satisfaction has fallen for another year:

- 52 per cent of adults were satisfied with three public services – local health, schools and transport. This is the lowest since first measured in 2007 (57 per cent) and a reduction of four per cent since 2016.

- Satisfaction amongst schools had dropped from 79 per cent in 2007 to 70 per cent in 2017.

- Satisfaction with service users was higher than the whole population, people who had children at local schools reported 87 per cent satisfaction.

120. Less than half of councils have published a residents' or citizens' survey between 2016 and 2018. Of these, five reported a reduction in satisfaction levels compared to previous years. In their surveys many councils asked satisfaction questions about specific services or aspects of service delivery. The most frequent service-specific surveys were in relation to social care, schools and education, housing, building standards and planning, children and families services and school meals. Overall, the picture varies significantly with both increases and decreases in satisfaction levels being reported for the same service across the country.

Some councils are not meeting their statutory duties in terms of homelessness.

121. The number of homeless applications increased for the first time in nine years in 2017/18, from 34,570 households in 2016/17 to 34,972 households in 2017/18. Councils have a statutory duty to provide temporary and settled accommodation to households assessed as homeless. However, some councils have been unable to meet this obligation.

- The Scottish Housing Regulator reported in March 2018 that Glasgow City Council had failed to offer temporary or emergency accommodation to 40 per cent of the 5,377 applications it had for assistance in 2016/17. It had also provided settled accommodation to just over half of the households it had a duty to provide to.[43]

- The Local Government and Communities Committee took evidence from the Legal Services Agency who reported up to ten cases a week where households had approached them for legal help with councils who had been unable to offer temporary accommodation.[44]

122. When providing accommodation, councils must ensure that households with children or a pregnant woman do not stay in unsuitable accommodation for more than seven days. In 2017/18, there were 400 cases where the household stayed longer than this time, 280 of these were in Edinburgh, 65 in West Lothian and 20 in East Dunbartonshire.

123. Councils use temporary accommodation when a permanent home is not immediately available. Temporary accommodation is more expensive for councils to provide, impacts on existing housing stock and is not the best place for people to stay long term. However, there has been an increase in the use of temporary accommodation in recent years. In 2017/18:

Do you know what your council is doing to understand how satisfaction with different services is changing?

Is your council meeting its statutory duty to provide temporary and settled accommodation to households assessed as homeless?

- there were 10,933 households in temporary accommodation, one per cent more than in 2016/17 and 6,615 children, nine per cent more than 2016/17

- the average time spent in temporary accommodation is 204 days for families and 161 for households without children

- over 13 per cent of households in temporary accommodation spent more than a year there. In Shetland, the average time spent in temporary accommodation was over a year.

124. Homelessness is a complex problem that is often the symptom of a range of different challenges. Shelter believes that the increase in homeless applications is due to the impact of welfare reform, a lack of affordable housing, an increase in people with complex needs who do not receive the support they need, and insufficient and inconsistent prevention work.[45] The Scottish Government has an objective to end homelessness, this will require a multi-agency approach. We will be reporting further on affordable housing in 2019/20 and will consider homelessness as part of the scope of this audit.

Endnotes

1   Local Government Finance Circulars are letters from the Scottish Government to councils. We use the letters which set out the annual funding settlement. All circulars can be found on the Scottish Government's website: https://www.gov.scot/publications/local-government-finance-circulars-index/.

2   Local Government Finance Statistics are annual statistics on council spend from returns from councils. We have not audited the information in them. They can be found on the Scottish Government's website: https://www2.gov.scot/Topics/Statistics/Browse/Local-Government-Finance/PubScottishLGFStats.

3   Provisional outturn and budget estimates contain initial outturn and budget information provided by councils. We have not audited the information in them. They can be found on the Scottish Government's website: https://www2.gov.scot/Topics/Statistics/Browse/Local-Government-Finance/POBEStats.

4   The LGBF is published by the Improvement Service and contains over 70 cost and performance indicators for local government. It can be found here: http://www.improvementservice.org.uk/benchmarking/explore-the-data.html.

5   National Performance Framework indicators are used to measure progress against the NPF. They can be found here https://nationalperformance.gov.scot/measuring-progress/national-indicator-performance.

6   Scotland's Fiscal Outlook, Scottish Government, May 2018.

7   The 2018 National Performance Framework is set out at: https://nationalperformance.gov.scot/

8   *Local government in Scotland: Financial overview 2017/18* ⊕, Audit Scotland, November 2018.

9   *Scotland's new financial powers briefing paper* ⊕, Audit Scotland, October 2018.

10 Projected cost pressures for Scottish local government, Improvement Service, 2018.

11 *Securing the future of health and social care to the 2030s*, Institute of Fiscal Studies, May 2018.

12 *Health and Social care medium term financial framework*, Scottish Government, October 2018.

13 *Poverty and inequality in Scotland: 2014-2017*, Scottish Government, March 2018.

14 *Poverty in Scotland 2018*, Joseph Rowntree Foundation.

15 Citizens Advice, Disconnected, 2018.

16 UK Poverty 2018, Joseph Rowntree Foundation.

17 *Rolling out Universal Credit*, Comptroller and Auditor General, HC 1123, June 2018.

18 *Homelessness in Scotland 2017-18,* Scottish Government.

19 City of Edinburgh, Council papers, 7 February 2019.

20 *Financial sustainability of local authorities 2018*, Comptroller and Auditor General, HC 834, March 2018.

21 Ibid.

22 Local Authority Capital Expenditure and Receipts, England: 2017-18 Final Outturn, Ministry of Housing, Communities and Local Government.

23 Statement from Rob Whiteman and Richard Paver on borrowing to invest, CIPFA, October 2018.

24 *Workforce strategy and metrics update 2018*, Dumfries and Galloway Council, November 2018.

25 These figures do not include staff who are employed by arm's-length external organisations.

26 Royal Institute of Town Planners written submission to Local Government and Communities Committee, 2018.

27 Data provided by Society of Chief Officers of Environmental Health, 2019.

28 Public library statistics, CIPFA, 2014 and 2017/18.

29 *Social work in Scotland - Impact report* ⊛, Account Commission, December 2018.

30 *Tipping point*, Unison, November 2018 and *Trading safety*, Unison, May 2018. Both are reports on surveys carried out by UNISON of their members. For environmental health workers, members from 21 councils responded, for trading standards members from 29 councils. The overall number of respondents is not stated.

31 The full range of indicators includes unit cost and public satisfaction. These are available on the improvement services website: www.improvementservice.org.uk/benchmarking.

32 *National benchmarking overview report 2017-18*, LGBF, 2019.

33 *Accounts Commission Strategy and annual action plan 2018-23* ⊛, Accounts Commission, June 2018.

34 LGBF included educational attainment information for the first time in 2011/12.

35 As leaver information is not available when the LGBF publishes its data, the LGBF uses data based on the year pupils are expected to leave school rather than the actual year they left. This means there are some small differences between it and data published by the Scottish Government later in the year.

36 *Children in families with limited resources across Scotland 2014-2016*, The Scottish Government.

37 The Scottish Government, through its Attainment Challenge provides additional funding to the councils it defined as having the highest concentration of deprivation. Glasgow and Dundee are challenge authorities. The other authorities are Clackmannanshire, East Ayrshire, Inverclyde, North Ayrshire, North Lanarkshire, Renfrewshire and West Dunbartonshire.

38 Joint inspection of services for children and young people in Glasgow, May 2017.

39 *Dundee City Council Local Scrutiny Plan 2018/19* ⊛, Audit Scotland, April 2018.

40 *How well is Dundee City Council improving learning, raising attainment and closing the poverty-related attainment gap?* Education Scotland, June 2018.

41 Care home census for adults in Scotland, 2018, NHS Scotland.

42 Social Care Services, Scotland, 2017, Scottish Government.

43 Scottish Housing Regulator, March 2018.

44 Local government and communities committee, Report on homelessness, February 2018.

45 Briefing for Scottish Government debate on ending homelessness together, Shelter, November 2018.

Local government in Scotland
Challenges and performance 2019

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AUDIT SCOTLAND

Inverclyde council

Report To:	**Policy and Resources Committee**	**Date:**	**21 May 2019**
Report By:	**Head of Organisational Development, Policy and Communications**	**Report No:**	**PR/11/19/SMcN/KB**
Contact Officer:	**Karen Barclay, Corporate Policy Officer**	**Contact No:**	**01475 712065**
Subject:	**Audit Scotland Report on South Lanarkshire Council**		

1.0 PURPOSE

1.1 The purpose of this report is to summarise the main points of Audit Scotland's 2019 Best Value Assurance Report (BVAR) on South Lanarkshire Council.

2.0 SUMMARY

2.1 A summary of the key issues from Audit Scotland's Report on South Lanarkshire Council is set out in section 5.

2.2 Areas highlighted at the local authority include:

- employee and community engagement;
- performance;
- partnership working; and
- digital inclusion.

2.3 A number of case studies are included in the Report, information on which is outlined in the Appendix.   APPENDIX

2.4 There are no potential improvement actions arising from South Lanarkshire's BVAR for implementation by Inverclyde Council.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

a. notes the content of Audit Scotland's BVAR on South Lanarkshire Council and takes cognisance of the recommendations made in respect of that local authority.

Ruth Binks
Corporate Director – Education, Communities and Organisational Development

4.0 BACKGROUND

4.1 The findings of relevant Audit Scotland reports on local authorities are reported initially to the Corporate Management Team and thereafter to the Policy and Resources Committee, together with details of potential improvement actions for implementation by Inverclyde Council, as appropriate. Consideration of such reports ensures that we are kept updated about issues raised by Audit Scotland regarding other Councils; additionally, this information provides us with the opportunity to explore how we might learn from other local authorities with the aim of improving local service delivery.

4.2 Summaries of the key issues and recommendations in the BVAR on South Lanarkshire Council are set out in section 5. Outlined in the Appendix are details of case studies included in the Report.

4.3 The document reviewed in this report is one of the new BVARs which aim to offer a rounded and comprehensive analysis of a Council's performance. A BVAR will be produced for each local authority at least once every five years. The Reports cover:

- the clarity of a Council's priorities and the quality of long-term planning to achieve these;
- how effectively Councils are evaluating and implementing options for significant changes in delivering services;
- how effectively Councils are ensuring that Elected Members and Officers have the right knowledge, skills and time to lead and manage delivery of Council priorities;
- how effectively Councils are involving citizens in decisions about services; and
- the quality of Councils' Public Performance Reporting to help citizens gauge improvement.

4.4 As Members will be aware, Inverclyde Council was the first local authority to be audited by Audit Scotland as part of its new process of Best Value Audit. Inverclyde's BVAR was published on 1 June 2017 and a report on its contents, together with an Improvement Plan, was submitted to Inverclyde Council on 29 June 2017.

4.5 At the time of writing, a number of other Best Value reports have been published by Audit Scotland and reported on to the Policy and Resources Committee:

	Publication date
Falkirk BV follow-up	1 February 2018
Clackmannanshire BVAR	25 January 2018
Orkney Islands BVAR	14 December 2017
West Lothian BVAR	23 November 2019
East Dunbartonshire BV follow-up	16 November 2017
East Renfrewshire BVAR	7 November 2017
Renfrewshire BVAR	31 August 2017.

A report on the above BVARs (excluding the follow-up documents) was considered by the Policy and Resources Committee at its meeting on 27 March 2018.

4.6 Additionally, the following Best Value reports were published by Audit Scotland, the key issues of which were reported to the meeting of the Policy and Resources Committee on 5 February 2019:

5.0 SOUTH LANARKSHIRE COUNCIL: BEST VALUE ASSURANCE REPORT

5.1 South Lanarkshire Council's BVAR was published on 28 March 2019. The key areas of focus were:

- the Council's vision and strategic direction, including how well the leadership of the local authority works together to deliver priorities that reflect the needs of the community;
- the effectiveness of South Lanarkshire's governance, decision-making and scrutiny arrangements;
- an overall assessment of outcomes and performance and the reporting of these;
- how the Council plans the use of resources including asset management, financial planning and workforce planning, to support delivery of its priorities;
- delivery of services through partnership and collaborative working, including progress with health and social care integration;
- community engagement and responsiveness and its impact on the Council's priorities and activities; and
- how effectively South Lanarkshire's self-assessment framework drives continuous improvement in service priorities.

5.2 South Lanarkshire Council – Key messages

Audit Scotland said that South Lanarkshire performs well. Since its last Best Value Report ten years ago, the Council has demonstrated steady improvement and has a comprehensive and structured approach to continuous improvement. Additionally, evidence exists that service redesign and capital investment are improving outcomes for local people and resulting in efficiencies that will help ensure financial sustainability.

5.3 Effective leadership is in place at the Council, together with a clear strategic direction. Audit Scotland also noted that Elected Members and Officers work well together.

5.4 While the Council can demonstrate improved performance in many services, there are other areas where improvement is needed. Audit Scotland found that the results from service satisfaction surveys differ from those of National Household Surveys; it was therefore suggested that the reasons for this anomaly need to be explored and addressed.

5.5 South Lanarkshire is aware of the need to review the number and quality of its targets, as well as how it measures progress against achieving them. By doing so, the Council will be able to provide Elected Members with a clearer picture of its performance against strategic objectives.

5.6 Audit Scotland commented that the Council works well with a range of public sector, business and academic partners, with the aim of improving outcomes for local residents. However, while partners have a shared vision, it is noted that the links between South Lanarkshire's Connect Plan 2017/22 and the Community Planning Partnership's Community Plan 2017/27 could be clearer. Additionally, Audit Scotland said that the Community Planning Partnership Board should take a more active role in driving partnership working.

5.7 At South Lanarkshire, improvement is required around how the Council uses community engagement to shape services. However, Audit Scotland note that the Council has recently set up a Community Participation and Empowerment Team which will review the Council's approach to community participation and engagement.

5.8 South Lanarkshire understands its responsibilities in terms of The Community Empowerment (Scotland) Act 2015 – and has a history of transferring assets to community groups – but, together with its partners, has been slow to progress parts of the legislation, including the preparation of Locality Plans.

5.9 On a positive note, Audit Scotland found that financial management at South Lanarkshire is sound and that the Council has a strong track record of delivering large-scale capital projects on time and on budget; for example, the Schools Modernisation Programme, more details of which are outlined in the Appendix. Additionally, the Council has established a good process in terms of long-term financial planning. While the Council's future financial plans will be challenging, Audit Scotland's view is that South Lanarkshire is well placed to address the projected funding gaps.

5.10 There are no potential improvement actions for Inverclyde Council arising from South Lanarkshire Council's BVAR.

5.11 <u>South Lanarkshire Council – Recommendations</u>

Audit Scotland made a number of recommendations for South Lanarkshire Council, advising that it should:

- take steps to ensure the links are clearer between its Connect Plan 2017/22 and the Community Planning Partnership's Community Plan 2017/27, with a sharper focus on key areas of activity;

- prepare Locality Plans as a matter of urgency;

- conduct an employee survey and use the results to drive improvement and share good practice;

- explore how Elected Members can improve public scrutiny of key decisions, performance and financial reports;

- review the training and development needs of Elected Members and thereafter devise a plan to ensure they have the skills required to effectively carry out the scrutiny and challenge aspects of their remits;

- ensure its performance indicators provide meaningful information and are appropriate to the reporting level;

- review the current arrangements for assessing resident satisfaction with the aim of ensuring that meaningful data is available to help inform the shaping of future services;

- take steps to ensure the Community Planning Partnership Board takes a more active role in driving partnership working, the monitoring of outcomes and feeding back to the Thematic Sub-Groups;

- review its governance structures to ensure they support community-based activity;

- devise a Digital Inclusion Strategy and ensure it complements its Digital Strategy; and

- implement revised community engagement arrangements – including consistent and high-quality consultation across all Council Services - with the aim of improving how it is used to shape services.

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

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

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

7.0 CONSULTATION

7.1 There was no requirement to consult on the contents of this report.

8.0 CONCLUSION

8.1 The BVAR on South Lanarkshire Council was published on 28 March 2019; the main findings of the document are summarised in this report. While Inverclyde Council was the first in Scotland to be audited under the new Best Value process, we recognise the importance of keeping abreast of the BVARs of the following local authorities to be audited, including the case studies outlined in the Appendix.

9.0 LIST OF BACKGROUND PAPERS

9.1 South Lanarkshire Council – Best Value Assurance Report, 28 March 2019.

Audit Scotland Report on South Lanarkshire Council

Case studies

1. **Case study 1: The Council has replaced the entire primary school estate with modern accommodation**

    Between 2004 and 2018, South Lanarkshire's Schools Modernisation Programme replaced 126 primary schools (either via refurbishment or new build) with modern accommodation; the initiative has been delivered on budget (of £869 million). The Programme will be complete when the remaining three schools open during the 2018/19 academic year. The modernised schools – which have been positively received by stakeholders including teaching staff and parents – are a key element in the delivery of a number of objectives in the Council's Connect Plan 2017/22.

2. **Case study 2: Working with the University of the West of Scotland**

    The Council engaged with the University following the latter's indication to vacate its Hamilton campus and possibly move out with the area if an appropriate alternative site could not be found in South Lanarkshire. When a suitable site for the new state-of-the-art campus was identified at Hamilton International Park, the Council intervened to progress the proposal as restrictions prevented the landlord from leasing the site directly to the University. The University later moved into its new premises in time for the 2018/19 academic year.

    South Lanarkshire Council and the University went on to form a joint venture to maximise the financial potential from their unused sites in Hamilton. By combining the former University Campus with an adjacent Council site, the sale value will significantly increase. Additionally, the Council's Planning Committee approved plans for the development of a *Hamilton Urban Village* which is expected to generate significant capital receipts for the Council and the University and enable redevelopment in that part of Hamilton.

3. **Case study 3: The Council hosts the Supplier Development Programme**

    South Lanarkshire Council hosts the Programme which is a business support initiative that provides training and information to help small- and medium-sized local businesses to bid for public sector contracts. Membership of the Programme comprises all Scottish local authorities, as well as other public sector bodies.

    The Programme delivers and facilitates training events throughout the country, together with web-based training. An annual *Meet the Buyer* event provides a unique opportunity for delegates to meet a wide range of Scottish and UK public bodies and business support agencies.

Inverclyde council

Report To:	**Policy & Resources Committee**	**Date:**	**21 May 2019**
Report By:	**Corporate Director Environment, Regeneration & Resources**	**Report No:**	**LP/077/19**
Contact Officer:	**Gerard Malone**	**Contact No:**	**01475 712710**
Subject:	**Freedom of Information Requests 2018**		

1.0 PURPOSE

1.1   The purpose of this report is to provide the Policy & Resources Committee with details of Freedom of Information (FOI) requests received by the Council during the period 1 January – 31 December 2018.

2.0 SUMMARY

2.1   The Freedom of Information (Scotland) Act 2002 (FOISA) came into effect on 1 January 2005. Under FOISA, a person who requests information from a Scottish public authority which holds it is entitled to be given it by the authority, subject to certain conditions and exemptions which are set out in the FOISA. The Environmental Information (Scotland) Regulations 2004 (the EIRs) also came into force on 1 January 2005 and give the public rights of access to environmental information held by Scottish public authorities.

2.2   The Council has adopted the Model Publication Scheme 2016 which was produced and approved by the Scottish Information Commissioner on 29 March 2016. The Model Publication Scheme (MPS) and the Council's Guide to information available through the MPS are on the Council's website at www.inverclyde.gov.uk.

3.0 RECOMMENDATION

3.1   The Policy & Resources Committee is asked to note the information provided in relation to FOI requests received by the Council during 2018.

Gerard Malone
Head of Legal & Property Services

4.0 BACKGROUND

4.1 FOISA provides a right of access to recorded information held by Scottish public authorities subject to certain conditions and exemptions which are set out in the FOISA.

4.2 The Council has adopted the Model Publication Scheme 2016 which was produced and approved by the Scottish Information Commissioner on 29 March 2016. The Model Publication Scheme (MPS) and the Council's Guide to information available through the MPS are on the Council's website at www.inverclyde.gov.uk. The Council's Guide provides information on:-

- what information is available (and what is not available) in relation to each class;
- charges that may be applied;
- how to find the information easily;
- contact details for enquiries and help with accessing the information; and
- how to request information held by the Council that has not been published.

4.3 An applicant for information has the right to ask the Council to review its action and/or decisions if they are is dissatisfied with the way in which the Council has dealt with the request for information. If still dissatisfied with the review decision, or if the review decision has not been received within 20 working days, an applicant may appeal to the Scottish Information Commissioner.

4.4 The Scottish Information Commissioner has since April 2013 asked all Scottish public authorities to provide statistics on FOI requests and requests under the EIRs, the number of Subject Access requests received, details of reviews dealt with and exemptions/exceptions applied on a quarterly basis. These statistics are available on the Scottish Information Commissioner's website at www.itspublicknowledge.info.

4.5 Although the Scottish Information Commissioner has no locus in relation to Subject Access Requests (SARs), this information is collected to see how the number of FOI and EIR requests authorities received compares to the number of SARs received.

5.0 REQUESTS RECEIVED

5.1 During 2018, 1273 FOI requests, 32 requests under the EIRs and 39 SARs were received.

5.2 A comparison with the number of FOI and EIR requests received from 2014 is set out in the table below.

Year	FOIs	EIRs	Total	FOI/EIRs Responses Within Statutory Timescale	FOI/EIRs Response Outwith Statutory Timescale	Withdrawn/ Carried Forward (clarification/ fees)
2014	1121	19	1140	1030	89	21
2015	1029	12	1041	851	157	33
2016	1193	14	1207	1010	151	46
2017	1265	16	1281	1063	95	123
2018	1273	32	1305	1042	197	46

5.3 Members will note from the table above that, in comparison with 2017, there has been a marginal increase in the number of FOI/EIR requests dealt with by the Council of 1.8% although there is a 50% increase in the number of EIR requests received. The number of responses out with the statutory timescale has increased and requires attention within services to improve. The number of cases which were carried forward, required clarification or were withdrawn positively reduced by 62% and this reflects improved action on requests received. The Council is legally bound to comply with FOISA and EIRs. A failure to respond to a FOI/EIR request within the statutory timescale is a breach of the legislation.

5.4 FOI/EIR requests are dealt with within existing staff resources and are recorded and co-ordinated

centrally by Legal & Property Services. In addition, Legal & Property Services deals with any requests which are specific to the service, all of the corporate requests, the preparation and submission of quarterly statistical returns to the Scottish Information Commissioner and quarterly monitoring reports to the CMT. This is supported by staff within the directorates who deal with service specific requests.

5.5   During 2018, the Council has received 6 FOISA requests for internal reviews, 2 EIR requests for internal reviews and zero cases where an appeal was taken to the Scottish Information Commissioner to review independently.

5.6   Quarterly reports on progress throughout the year are submitted to the CMT for overall review and any actions on a service specific basis and to ensure awareness of the impact on staff resources.

6.0   IMPLICATIONS

6.1   **Financial**

All costs associated with dealing with FOI and EIR requests, reviews and appeals and SARs are contained within existing budgets. However, information on the time spent and estimated cost (based on the mid-point of the relative salary grade) of dealing with FOI and EIR requests across the Council has been collated from May 2016. Services are conscious of the need to accurately record the costs incurred, guidance and support are offered to assist in ensuring the Council has a clear view of the resources utilised. Continued focus will be placed upon this in the coming year to improve the accuracy of responses being returned to the FOI team. This will ensure that time and cost information is reflective of the time that all officers have spent on responding to a FOI request. The time spent on and estimated cost of dealing with FOI and EIR requests during January-December 2018 is set out in the table below and reflects figures that show a reduction in hours recorded:

Period	Time Spent	Estimated Cost
January-December 2017	1814.4 hours	£30,112.93
January–December 2018	1412.20 hours	£23,953.28

One off Costs:

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

Annually Recurring Costs/ (Savings)

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

Legal

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

Human Resources

6.3   None.

Equalities

6.4 None.

Repopulation

6.5 There are no direct implications in respect of repopulation.

7.0 CONSULTATIONS

7.1 None.

8.0 LIST OF BACKGROUND PAPERS

8.1 Freedom of Information (Scotland) Act 2002, Environmental Information Regulations (Scotland) Regulations 2004 and Data Protection Act 2018.

Inverclyde council

Report To:	**Policy and Resources Committee**	**Date:**	**21 May 2019**
Report By:	**Head of Legal & Property Services**	**Report No:**	**LP/076/19**
Contact Officer:	**Andrew Greer**	**Contact No:**	**01475 712498**
Subject:	**General Data Protection Regulation Update**		

1.0 PURPOSE

1.1 The purpose of this report is to provide the Policy and Resources Committee with its annual update on the implementation of the General Data Protection Regulation (GDPR) within the Council.

2.0 SUMMARY

2.1 GDPR came into effect on 25 May 2018. This is the first annual update report to the Committee following upon its decision in May 2018 to review regularly progress on GDPR implementation with the Council.

2.2 Since the GDPR implementation date of 25 May 2018, the Information Governance Team has continued to lead the Council's GDPR preparations, assisted by the GDPR Working Group (which is made up of representatives from each Council service known as GDPR Champions). The majority of actions within the GDPR Implementation Plan, as reported to the Committee on 22 May 2018, are now complete. In recognition of there being a need for further ongoing actions to be implemented after 25 May 2018, a GDPR Post Implementation Plan has been established and it is being progressed. A summary of the GDPR Post Implementation Action Plan is provided in the **Appendix**.

2.3 GDPR implementation has progressed well. The main completed actions of note are as follows:-
- The GDPR Implementation Training Programme is complete and further training will be provided to services and Elected Members on a needs basis;
- Guidance has been issued with the Information Asset Register (IAR) and the IAR is in the final stages of completion;
- The Information Sharing Protocol consisting of Data Sharing Agreement (DSA) templates has been completed which will assist services updating their DSAs;
- A register of DSAs has been created;
- The main Service Privacy Notices are completed and available on the Council's website;
- Data Protection Impact Assessment (DPIA) Guidance and Template is complete and available on ICON;
- The completion rate of the mandatory e-learning module stands at 2,604 out of approximately 3,000 relevant staff (87%).

2.4 The GDPR Implementation Group will continue to meet to progress the Post Implementation Plan.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee notes the contents of this report.

Gerard Malone
Head of Legal & Property Services

4.0 BACKGROUND

4.1 The GDPR sets out requirements on how organisations need to handle personal data. It has enhanced the rights of individuals whose data is held (known as data subjects) and gives individuals more control over what happens to their data.

4.2 It also allows for financial penalties to be imposed on any organisation that breaches those rights or does not comply with the 'accountability principle'. This means that data controllers and data processors i.e. organisations and certain individuals – including Councils and Councillors, need to have technical and organisational measures in place to protect the data they hold from loss and unauthorised access, and to ensure that the rights of data subjects are protected.

5.0 GDPR IMPLEMENTATION PLAN PROGRESS

5.1 The Information Governance Team (IGT) continues to lead the Council's implementation of GDPR, assisted by the GDPR Implementation Group (which is itself made up of representatives from each Council service who are known as GDPR Champions).

5.2 The GDPR Implementation Group meets once every two months. A summary of the GDPR Post Implementation Plan has been provided in the **Appendix**.

5.3 <u>Training</u>

5.4 The IGT have been implementing an extensive programme of training. Since the previous update to the Committee, training which has been completed includes:

- GDPR Training for Managers, 22 May 2018;
- GDPR Training for Customer Services, 23 May 2018;
- GDPR Refresher for Elected Members, 22 August 2018;
- Data Breach Training for HSCP, Team Leaders and above, 28 August 2018;
- Data Protection Impact Assessment (DPIA) Training, 28 September 2018;
- Data Breach Training for HSCP Admin. 28 and 29 November 2018;
- DPIA Training, 16 January 2019;
- GDPR Training for any outstanding Managers, 30 January 2019.

5.5 Training will continue to be monitored by the IGT and the GDPR Implementation Group and further training will be provided on a needs basis.

5.6 GDPR training and awareness has been incorporated into a GDPR specific e-learning module which is mandatory for all employees who have access to a computer and process personal data. The completion rates of the GDPR e-learning module stands at 2,604 (87%) out of approximately 3,000 relevant employees.

5.7 <u>Information Asset Register</u>

5.8 The Information Asset Register (IAR) is a database which holds details of all the information assets held within the Council, including personal data. The GDPR compliant IAR is in the final stages of completion.

5.9 <u>Data Sharing Agreements</u>

5.10 The Council requires to have the appropriate Data Sharing Agreements in place with relevant parties. In order to assist with this task, the Council's Information Sharing Protocol has been updated and amended to reflect the provisions of GDPR. This updated Information Sharing Protocol is considered in a separate report on the agenda.

5.11 <u>Privacy Notices</u>

5.12 Privacy Notices inform individuals how the Council will be using their data and are a key requirement of the transparency principle of GDPR. Privacy Notice Guidance and a Template have been issued to the GDPR Champions. To date 46 Service Privacy Notices have been completed and are

available on the Council's website. All services should be commended for finalising their Privacy Notices in such a short time frame.

5.13 Data Breaches

5.14 From the period 25 May 2018 to 25 April 2019 the Council had 66 data breaches, of which 6 have been reported to the ICO due to their nature and severity. The ICO is satisfied with the Council's approach in managing these data breaches in terms of its Data Breach Management Protocol and has taken no further action. Regular updates have been provided to the Corporate Management Team regarding data breaches and appropriate training and guidance provided to relevant services.

5.15 Data Protection Impact Assessments (DPIAs)

5.16 DPIAs are mandatory where the processing of personal data may 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.

5.17 The DPIA Guidance and Template was approved by the Policy and Resources Committee on 26 March 2019 and is now available on ICON for all employees.

5.18 Elected Members

5.19 GDPR implementation also has implications for Elected Members as they are individual data controllers in their own right in relation to information processed as part of their constituency work. The IGT has provided training to Elected Members and issued Guidance. The IGT will continue to provide all necessary support to Elected Members throughout the implementation phase and beyond.

5.20 Summary

5.21 The Council's GDPR Post Implementation Plan continues to progress well. All data protection policies and procedures continue to be reviewed and updated as necessary. All services are giving the appropriate focus and attention to how they are managing the implications of the GDPR and data protection in their day to day roles. It is important that this continues to ensure that the Council meets its obligations under the GDPR. The IGT will continue to support services in this rapidly developing area of law.

6.0 IMPLICATIONS

Finance

6.1 Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Information Governance	Training and Systems	2019/20	68		

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 Council requires to take the steps as identified in this report to comply with the General Data Protection Regulation.

Human Resources

6.3 HR are providing assistance by monitoring the completion rates of the GDPR specific e-learning module. HR will also be providing assistance by facilitating the launch of the Data Breach and the Data Protection Impact Assessment e-learning modules.

Equalities

6.4 Not Applicable

Repopulation

6.5 Not Applicable

7.0 CONSULTATIONS

7.1 Not Applicable

8.0 LIST OF BACKGROUND PAPERS

8.1 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

Policy and Resources Committee – 22 May 2018 - https://www.inverclyde.gov.uk/meetings/meeting/2061

Summary GDPR Post Implementation Plan

Code	Task	Led By	Due By	Status
Accountability and Governance				
1.1	GDPR should be incorporated on each **Service's risk register**.	Information Governance Team/ Audit	September 2018	Green - Complete
Training Needs				
2.1	**Managers** GDPR Training	IGT	22nd May 2018	Green - Complete
2.2	**Customer Services** GDPR Training	IGT	23rd May 2018	Green - Complete
2.3	**Elected Members** re-fresher training scheduled	Information Governance Team	22nd August 2018	Green - Complete
2.4	**Data Breach Training** for HSCP Team Leader and above staff	Information Governance Team	28th August 2018	Green - Complete
2.5	**Data Protection Impact Assessment Training**	IGT	28th September 2018	Green - Complete
2.6	**Data Breach Training for HSCP Admin staff**	IGT	28th and 29th November 2018	Green - Complete
2.7	**Data Protection Impact Assessment** Training	Information Governance Team	16th January 2019	Green - Complete
2.8	Training for **Managers** unable to attend previous dates.	Information Governance Team	31st January 2019	Green - Complete
2.9	**Data Breach Training** for Education Staff	Information Governance Team	June 2019	Green – On Track
2.10	**Data Breach e-learning module** to be developed	Information Governance Team/HR	June 2019	Green – On Track
2.11	**Data Protection Impact Assessment e-learning module** to be developed.	Information Governance Team/HR	June 2019	Green – On Track
Information that the Council Holds				
3.1	**Information Asset Register** (IAR) – Guidance with GDPR Champions and in final stages of completion.	Information Governance Team/ GDPR Champions	May 2019	Green – On Track
3.2	Set up system which will allow service to **maintain the IAR**.	Information Governance/ICT	July 2019	Green – In Progress

Third Party Management				
4.1	All Services to identify any **data sharing agreements/data processor agreements** and send to Information Governance Team	Information Governance Team/ GDPR Champions	Ongoing	Green – On Track
4.2	Create **DSA repository** and share with GDPR Champions	IGT	Ongoing	Green – On Track
4.3	Ensure **contracts** are GDPR compliant	Procurement/ GDPR Champions/ICT/ Legal/ Information Governance	Ongoing	Green – On Track
Communicating Privacy Information				
5.1	Review of **Privacy page website** to make it more user friendly.	Information Governance	End of August 2018	Green – Complete
5.2	**Creating awareness of Privacy Notice – letters, emails, telephone, forms, etc.**	Information Governance/ GDPR Champions	Ongoing action	Green – On Track
Data Protection Impact Assessment (DPIA)				
6.1	**DPIA Guidance** created and approved	Information Governance	March 2019	Green – Complete
6.2	**Committee report templates** to be revised and updated to include reference to DPIA	Information Governance	May 2019	Green – On Track
Review Policies and Procedures				
7.1	**Data Protection Policy** currently under review	Legal & Property Services	June 2019	Amber – In Progress

7.2	**Update Information Sharing Protocol**	Legal & Property Services	March 2019	Green – Complete
7.3	Review **Subject Access Request Policy**	Legal & Property Services	July 2019	Amber – In Progress
7.4	Review **Retention and Disposal of Electronic and Paper Records**	Information Governance	December 2019	Amber – Not started

Inverclyde council

Report To:	**Policy and Resources Committee**	**Date**: **21 May 2019**
Report By:	**Head of Organisational Development, Policy and Communications**	**Report No:** **HR/05/19/SMcN**
Contact Officer:	**Gillian O'Neill, OD Advisor**	**Contact No**: **2760**
Subject:	**Employee Opinion Survey – 2018**	

1.0 PURPOSE

1.1 The purpose of this report is to advise the Committee of the results of the latest 3 yearly Council wide Employee Opinion Survey carried out in October 2018.

2.0 SUMMARY

2.1 A Council wide Employee Opinion Survey is carried out every three years; this latest edition was carried out with the support of Lowland Market Research who are recognised as specialists in the field. A detailed presentation on the outcome of the survey has been arranged for Members immediately prior to the Committee meeting on 21 May.

2.2 The Employee Opinion Survey results on the whole present the Council in a good light. While a detailed comparison with other Councils is not possible it is, however, fair to comment that the survey results place Inverclyde amongst the best performing of Councils based on Lowland's Market Research knowledge of other Councils' performance. The survey response at 32% is within the anticipated range for such surveys, and it is significantly higher than our 2015 response rate, which was 26%.

2.3 As you would expect there are areas to which particular attention should be paid with a view to encouraging improvement. An Action Plan (Appendix 1) has been devised for areas where there is room for improvement, which will be supported by the workforce planning and development group which meets quarterly. This group provides the ideal platform to take forward such issues.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

- notes the positive outcome of the Employee Opinion Survey Results;
- notes that the Employee Opinion Survey results will be issued to Council employees via an ICON message from the Chief Executive – ensuring that the communication finds its way to notice boards and the like for non PC users. The Insider publication may be utilised for this;
- notes the Action Plan (appendix 1) to address the key actions of the survey, including feedback to employees on progress of the plan.

Steven McNab
Head of Organisational Development, Policy and Communications

4.0 BACKGROUND

4.1 The Council undertakes Employee Surveys, on a three year cycle basis, to gain feedback on our performance as a (good) employer. This enables us to measure employee satisfaction, the effects of change within the organisation, and to compare employee responses over time, with a view to continually improving. The survey is developed in conjunction with Lowland Market Research who are recognised specialists in the field.

4.2 The survey is developed to ensure that it covers a good cross section of key issues for employees across the Council, as well as certain areas the Council welcomes feedback on, and that it can be compared with the 2012 and 2015 editions. The scope of the survey, therefore, was to measure the effects of organisational change and how the Council's aspiration to be seen as a good employer measures up, by gaining feedback on:

- The Council as my employer
- Me and My job
- My performance, development and recognition
- My working environment and wellbeing at work
- Supporting Attendance
- Communication across the Council
- My supervisor/manager and me
- Senior Management
- Policies and Procedures (new to 2018 survey)

4.3 The Employee Survey was launched on 29 October 2018 and every Council employee was given the opportunity to complete a questionnaire. Employees who are desk based and have access to a PC were sent a link to enable them to complete the questionnaire online. Employees who are not desk based were sent a hard copy of the questionnaire to their home address. A number of interventions were made to increase the response rate:

- The closing date for employees completing the online survey was extended by a week.
- Reminders were sent to all employees encouraging them to participate.

4.4 32% of employees (1270) responded to the questionnaire. Employees responded as follows:

- Postal survey questionnaire (101)
- On-line Survey Monkey Questionnaire (1169)

Lowland Market Research advised that response rates for employee surveys generally range from 25% to 40%. Our response rate of 32% provides us with a good number of quality responses and is comparable with most other Councils' employee survey response rates. However, as the majority of responses were from desk based employees, its recognised that encouraging others to take part remains the challenge.

4.5 A number of very positive results have emerged from the survey, for example:

- Employees have a clear understanding of the aims and objectives of the Council (88%)
- Employees understand how their performance affects the Council's performance (90%) and understand the purpose of their job (91%)
- Employees are aware of the Council's e-learning training programme (88%)
- Employees are satisfied with their physical working conditions (81%)
- Employees are satisfied with health and safety precautions (89%)
- Employees agree that their supervisors/managers are approachable (93%) and

they support and help them to do the best job they can (86%)
- Managers are confident in their skills and abilities to manage their teams (97%)
- Of the 46% of employees who had a sickness absence in the last 12 months, 78% of them had a return to work interview when they returned
- Overall, job satisfaction was higher than many other Councils (80%) and the majority of respondents said that their work gives them personal achievement (85%) and that they had they had the skills and knowledge to do their current job (87%)
- Scores above 70% indicate that we are performing very well as an employer. Anything below 70% indicates issues that we need to look to improve for employees. For example only 60% said that they had received recognition or praise for their good work, therefore improvements could be made with little effort and at no cost in our general work culture for managers to acknowledge employees' hard work and efforts more

4.6 As you would expect from such a survey there are also a number of areas where particular improvements can be realised, for example:

- Making employees aware of Local Outcome Improvement Plans, Corporate Plans and Directorate Improvement Plans.
- Improving communication with non PC users.
- Offering praise for job well done.
- Informing employees that they can log into e-learning from home and on their tablets and smartphones, this is currently done via Induction and Insider magazine, however can also be added to payslips.
- Although it was low, 1% of employees experience sexual harassment in the form of offensive language from colleagues/managers. The new Dignity and Respect at Work will raise awareness and provide an avenue to raise formally.
- 10% of all respondents never have team meetings, the terminology may need to be confirmed as some areas call them toolbox talks however services should be reminded to meet their employees regularly.
- 50% of employees hear about important things from gossip, a working group could look at news ways to communicate with all employees especially those with no access to ICON.
- Remind managers to apply the Supporting Employee Attendance Policy and Procedure and carry out Return to Work interviews, this will be supported with the introduction of a RTW leaflet.
- Only 54% of senior managers take time to meet their staff, this could be solved with senior managers occasionally attending team meetings. Suggestion to have employee pictures on emails and in organisation charts.

Feedback from the employee survey will be provided to all our Senior Managers at a Leadership Development event scheduled for 25 June.

5.0 PROPOSALS

5.1 It is proposed that the Committee:

- notes the positive outcome of the Employee Opinion Survey Results;
- notes that the Employee Opinion Survey results will be issued to Council employees via an ICON message from the Chief Executive – ensuring that the communication finds its way to notice boards and the like for non PC users. The Insider publication may be utilised for this;
- notes the Action Plan (appendix 1) to address the key actions of the survey, including feedback to employees on progress of the plan.

6.0 IMPLICATIONS

6.1 **Finance**

There are no financial implications as the budget has been allocated from the Workforce Development Fund.

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

Financial Implications – Annually Recurring Costs/ (Savings)

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

6.2 **Legal**

N/A

6.3 **Human Resources**

Areas for improvement will be taken forward areas via the workforce planning and development group which meets quarterly. This group provides the ideal platform to take forward such issues.

6.4 **Equalities**

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 change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

6.5 **Repopulation**

N/A

7.0 CONSULTATION

7.1 N/A

8.0 LIST OF BACKGROUND PAPERS

8.1 Appendix 1 – Action Plan
Survey Results 2018 (copies are available on request from the Head of OD, Policy and Communications).

Appendix 1 - Action Plan

Areas of Improvement	Proposed Action
Make employees aware of Local Outcome Improvement Plans, Corporate Plans and directorate Improvement Plans.	Action via performance appraisal that is a combination of re-issuing supporting documents, which include summary of corporate goals and objectives and via the actual appraisal interview. Promote documents on ICON and where they are saved so they are accessible to everyone. Utilisation of "Insider Publication" to promote.
Communication with non PC users.	Consider forming a working group to explore ways to communicate with these employees. Update home email addresses for all employees so they can be made aware of news.
Offering praise for a job well done.	Encourage managers to be more forthcoming via formal performance appraisal and also informally as and when required, for example, thanking team or individuals at regular team meetings. This will be covered at leadership events later this year.
Informing employees that they can log into e-learning at home.	Promote this during the on-going rebrand of e-learning platform and also via payslips. A message could also appear in the Insider magazine.
For those who have experienced sexual harassment in the form of offensive language from colleagues/managers.	Ensure we encourage reporting of such incidents which the new Dignity and Respect at Work policy will raise awareness of and provide an avenue for employees to raise formally.
Consistent team meetings as 10% of all respondents have never had any.	The terminology may need to be confirmed as some areas call them toolbox talks however services should be reminded to meet their employees regularly.
Communication channels, as 50% of employees hear about important things from gossip.	Consider forming a working group which could explore new ways to communicate with all employees especially those with no access to ICON.
Carry out Return to Work interviews and apply the Supporting Employee Attendance Policy and Procedure.	Remind managers to apply the Supporting Employee Attendance Policy and Procedure and carry out Return to Work interviews. Training is offered to managers and is mandatory as part of the training matrix. A Return to Work interview information leaflet is being produced which will be promoted to managers.
Senior managers should take time to meet their staff.	This could be solved with senior managers occasionally attending team meetings. Suggestion to have employee pictures on emails and in organisation charts.

Report:	**Policy and Resources Committee**	**Date:**	**21 May 2019**
Report By:	**Ruth Binks, Corporate Director, Education, Communities and Organisational Development**	**Report No:**	**PR/12/19/KM**
	Scott Allan, Corporate Director Environment, Regeneration and Resources		
Contact Officer:	**Louise McVey Corporate Policy, Planning and Partnership Manager**	**Contact No:**	**01475 712042**
Subject:	**Education, Communities and Organisational Development and Environment, Regeneration and Resources Corporate Directorate Improvement Plans 2019/22**		

1.0 PURPOSE

1.1 The purpose of this report is to seek approval from the Policy and Resources Committee for the new Education, Communities and Organisational Development and Environment, Regeneration and Resources Corporate Directorate Improvement Plans (CDIPs) for 2019/22.

2.0 SUMMARY

2.1 The Education, Communities and Organisational Development and Environment, Regeneration and Resources Directorates have developed new CDIPs for the three year period 2019/22. These are attached for the consideration and approval of the Committee in Appendix 1.

2.2 The Plans are the Directorate's key improvement planning documents and set out the projects and improvement actions that will be implemented by the Directorates to help deliver the Corporate Plan organisational priorities, as well as the shared wellbeing outcomes with the Inverclyde Alliance.

2.3 The central focus of the CDIPs are the Improvement Plans, which have been developed following self-evaluation and improvement planning workshops, carried out with the Senior Management Teams of both Directorates. The improvement actions that have been developed are linked to the delivery of the Council's Corporate Plan organisational priorities.

2.4 The Best Value Assurance Report for Inverclyde Council, published in June 2017, contained a number of key recommendations for the Council and it was agreed that these actions would be incorporated into the Council's Corporate Directorate Improvement Plans.

2.5 The CDIPs will be reviewed on an annual basis to ensure that the Improvement Plans reflect any new challenges that emerge at a national and local level, new areas for development and the phased changes to the management structure that have been approved by the Inverclyde Council.

2.6 In keeping with current performance reporting arrangements, performance reports on the actions relating to corporate activity, namely Finance and ICT, Legal and Property, Procurement, Organisational Development, Corporate Communications and Corporate Policy will be brought to every second meeting of this Committee.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Policy and Resources Committee:

a. Approves the new Education, Communities and Organisational Development and Environment, Regeneration and Resources Corporate Directorate Improvement Plans 2019/22.

b. Notes that performance reports on the 'corporate' elements of these plans will be presented to every second meeting of this Committee.

Ruth Binks, Corporate Director   **Scott Allan, Corporate Director**
Education, Communities and   **Environment, Regeneration and Resources**
Organisational Development

4.0 BACKGROUND

4.1 CDIPs are a key component of the Council's strategic planning and performance management framework. They are the principal vehicle for managing and delivering the strategic priorities in the Inverclyde Outcomes Improvement Plan and the Corporate Plan organisational priorities as well as the delivery of the shared wellbeing outcomes which are Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included (SHANARRI).

4.2 The focus of the CDIP is on improvement activity, therefore it does not set out the day to day delivery of services, but those actions which will improve service delivery and outcomes for our children, citizens and communities.

5.0 CORPORATE DIRECTORATE IMPROVEMENT PLANS 2019/22

5.1 The Education, Communities and Organisational Development and Environment, Regeneration and Resources Directorates have developed new CDIPs for the three year period 2019/22. These are attached for the consideration and approval of the Committee in Appendix 1.

5.2 The central focus of the CDIPs are the Improvement Plans, which have been developed following self-evaluation and improvement planning workshops, carried out with the Senior Management Teams of both Directorates. The improvement actions that have been developed are linked to the delivery of the Council's Corporate Plan organisational priorities.

5.3 There has been no significant change to the format of the CDIPs for the next planning cycle, although the Plans have been updated to reflect the management restructure carried out in April 2018. The Improvement Plans continue to be structured around the following headings:

- *Corporate Improvement Actions* – there are actions that have implications for the whole Council, or more than one Directorate;
- *Cross Directorate Improvement Action* – these are actions that will be implemented by more than one service within the Directorate;
- *Service Improvement Actions* – these actions will be carried out by specific Services within the Directorate.

5.4 The CDIPs also contains a range of key performance indicators, comprising statutory and key performance indicators which helps the Directorate monitor and compare performance over time and benchmark results wherever possible.

5.5 Progress reports on the actions relating to corporate activity, namely Finance and ICT; Legal and Property; Procurement; Organisational Development, HR and Communications and Corporate Policy will be brought to every second meeting of this Committee, in keeping with the existing performance reporting arrangements.

5.6 Progress reports on the delivery of the improvement actions that sit within Regeneration and Planning; Environmental and Public Protection and Roads will be presented to every second meeting of the Environment, Regeneration and Resources Committee. Progress on the improvement actions that are being delivered by Education Services and Inclusive Education, Culture and Communities will be presented to every second meeting of the Education and Communities Committee.

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: The CDIPs set out their commitment to ensuring equality of opportunity in everything they do. There is a specific section in both plans about what the Directorate is doing in relation to equality and diversity.

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 improvement actions contained within the CDIPs were developed following an improvement planning workshop with the Senior Management Teams from both Directorates.

8.0 CONCLUSION

8.1 The ECOD CDIP and ERR CDIPs are presented for the approval of the Policy and Resources Committee. Progress reports on the Corporate Services performance indicators and improvement actions from CDIP's will be submitted to every second meeting of this Committee.

9.0 LIST OF BACKGROUND PAPERS

9.1 None

Education, Communities and Organisational Development

Corporate Directorate Improvement Plan 2019/22

Inverclyde council

This document can be made available in other languages, large print, and audio format upon request.

Arabic

هذه الوثيقة متاحة أيضا بلغات أخرى والأحرف الطباعية الكبيرة وبطريقة سمعية عند الطلب.

Cantonese

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

Gaelic

Tha an sgrìobhainn seo cuideachd ri fhaotainn ann an cànanan eile, clò
nas motha agus air teip ma tha sibh ga iarraidh.

Hindi

अनुरोध पर यह दस्तावेज़ अन्य भाषाओं में, बड़े अक्षरों की छपाई और सुनने वाले माध्यम
पर भी उपलब्ध है

Mandarin

本文件也可应要求，制作成其它语文或特大字体版本，也可制作成录音带。

Polish

Dokument ten jest na życzenie udostępniany także w innych wersjach językowych, w
dużym druku lub w formacie audio.

Punjabi

ਇਹ ਦਸਤਾਵੇਜ਼ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਆਡੀਓ ਟੇਪ 'ਤੇ ਰਿਕਰਾਡ ਹੋਇਆ ਵੀ ਮੰਗ ਕੇ ਲਿਆ ਜਾ ਸਕਦਾ ਹੈ।

Urdu

درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔

✉ Organisational Development, Policy and Communications, Municipal
Buildings, Greenock, Inverclyde, PA15 1LY

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Contents

1. Introduction by the Corporate Director, Education, Communities and Organisational Development

On behalf of the Education, Communities and Organisational Development (ECOD) Directorate, I am pleased to present our Corporate Directorate Improvement Plan (CDIP) 2019/22. This Plan sets out the strategic direction for the Directorate, including the key projects, programmes and improvement actions that we intend to deliver over the next three years. The Plan also reflects the successes of the Directorate and the challenges that lie ahead in the future delivery of our services.

The services that the Directorate delivers contribute directly to the delivery of the strategic priorities in the Inverclyde Alliance's Outcomes Improvement Plan 2017/22 and Inverclyde Council's Corporate Plan 2018/22, as well as the delivery of the shared wellbeing outcomes to ensure that all our residents are Safe, Healthy, Achieving, Nurtured, Active, Respected and Responsible and Included.

In striving for excellence in the provision of early years and education services; promoting the arts and culture; strengthening partnership working and developing approaches to reduce poverty in our communities, the Directorate is helping to deliver the Council's vision of 'Getting it right for every child, citizen and community'. The Directorate also helps to ensure that the Council is 'getting it right' for its employees by driving forward continuous improvement, supporting and developing the workforce and providing an effective communication service to the Council and the public.

We are proud of the many successes that we have achieved over the past year, including winning at the Scottish Education Awards 2018; the publication of the Inverclyde Council British Sign Language Plan 2018/24;the hosting of our third Clyde Conversations conference and being the first, and one of the largest, employers in Scotland to sign up to the Disability Confident scheme. We were also delighted that an Education Scotland inspection found that very good progress is being made in improving learning, raising attainment and narrowing the poverty-related attainment gap in Inverclyde.

Looking ahead, a key focus for the Directorate will be tackling poverty and inequalities and narrowing the attainment gap further, to ensure better outcomes for children and residents affected by deprivation. We will also seek to strengthen our work with communities so that our residents can influence the decisions that affect them. One of our greatest challenges in the coming years will be maintaining the delivery of high quality services in extremely difficult financial circumstances. A reduction in the Council's workforce has reinforced the necessity for robust workforce development and succession planning and this work will be led by the ECOD Directorate.

This CDIP has been developed following a comprehensive review of national and local priorities, where the Directorate wants to be in three years' time, and the improvement activity that is linked to this. This involved consideration of a wide range of data, stakeholder views and reviewing how the services we provide contribute to the delivery of the Council's Corporate Plan organisational priorities and improving the quality of lives of our children, citizens and communities.

As a Directorate, we have a solution-focussed approach to our work. We will continue to develop and promote robust self-evaluation both in our own Directorate and across the Council, in order to enhance current good practice and constantly develop and improve as a local authority. In delivering this Plan, we hope to support and challenge our employees to improve the quality of the services we provide. We look forward to building on the progress that has been achieved and continuing to make further achievements during the next three years and I look forward to updating you on our progress.

Ruth Binks, Corporate Director, Education, Communities and Organisational Development

2. Strategic Overview

2.1 Purpose and scope of the Directorate

The primary role of the Education, Communities and Organisational Development Directorate is to:

- Develop and widen opportunities for all children and young people to achieve their full potential through the delivery of early years, education; inclusive education and lifelong learning services;
- Support residents and groups through community based learning and action;
- Help people to feel safe at home, at work and in their community;
- To support, co-ordinate and drive forward a culture of performance management and improvement within the Council and the Community Planning Partnership, the Inverclyde Alliance;
- To provide a comprehensive HR and OD, press and media service to all parts of the Council.

The Directorate delivers this via three Services:

- Education
- Communities, Culture and Educational Resources
- Organisational Development, Policy and Communications

These services all sit within the Council's vision of a *Nurturing Inverclyde* where we are *Getting it Right for Every Child, Citizen and Community*, working towards the achievement of the wellbeing outcomes, where all our children, citizens and communities are Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included.

We are committed to delivering high quality, professional and efficient services that are responsive to the needs of our children, young people and communities and deliver better outcomes. We aim to achieve the highest standard of customer care and satisfaction in the delivery of our services, whether this is in our nurseries and schools, in our community work or supporting other Council services and partners.

Examples of Directorate achievements in 2018 include:

- King's Oak Primary School won the Family and Community Learning Award at the Scottish Education Awards in 2018.
- Kilmacolm Primary and Nursery won the Raising Attainment in Literacy Award at the Scottish Education Awards in 2018.
- The continued transformation of our school estate to ensure that every child in Inverclyde is educated in a new or refurbished school, with the opening of a new Glenbrae Children's Centre, the brand new Glenpark Early Learning Centre, the refurbishment of Lady Alice and Moorfoot Primary Schools; and the new build at St Ninian's Primary School.
- Establishing the infrastructure to deliver the expansion in Early Learning and Childcare to 1140 hours per year by 2020 for all 3 and 4 year olds and eligible 2 year olds.
- The expansion of the Health Surveillance Programme to include Facilities Management and Home Carers. There are now approximately 1,000 employees being monitored annually under this programme.
- The Council won a Healthy Working Lives Gold Award, jointly with the Inverclyde HSCP.
- The successful completion of auto re-enrolment.
- The publication of our British Sign Language Plan 2018/24.
- The publication of a new Inverclyde Council Corporate Plan 2018/22.
- The development and implementation of the Dignity and Respect at Work Policy and Policy and Procedures.
- Inverclyde Council was one of the first and largest employers in Scotland to sign up to the Disability Confident scheme to support disabled people in employment.
- Gaining the Carer Positive Award (Level 1), demonstrating that the Council supports employees who have caring responsibilities. Work in ongoing towards the next level of the award.
- The completion of a review of the Council's Pay and Grading structure.

- Succession plans have been completed.
- The third annual Clyde Conversations Conference took place, planned and delivered by young people from across all secondary schools in Inverclyde.

Some Services within the Directorate have also been subject to external inspection over the past 12 months, the findings of which have been very positive.

- ***Education Scotland Inspection of Local Authorities: How well is Inverclyde Council improving learning, raising attainment and closing the poverty related attainment gap***

    In October 2018, Education Scotland published a report 'How well is Inverclyde Council improving learning, raising attainment and closing the poverty-related attainment gap?". The report findings were that the Council's approach was described as life-changing and sector leading and that the Council is making very good progress in improving learning, raising attainment and closing the poverty related attainment gap.

    The Education Scotland inspectors also praised the very strong vision and values across the whole local authority.

    The improvement actions within this Corporate Directorate Improvement Plan aim to build on the achievements made by the Directorate to date. In all areas of service delivery we will seek to strengthen our engagement with our children, young people and communities to ensure that their voices are reflected in our service delivery. You can read the full report Education Scotland report here:
    https://www.inverclyde.gov.uk/news/2018/oct/inverclyde-leads-the-way-in-closing-the-attainment-gap

- ***HMIE Community Learning and Development Place Based Inspection 2019***

    Community learning and development (CLD) partners within Inverclyde Council and the area of Inverclyde Central were inspected by Education Scotland during January and February 2019.

    The inspection found that the following key strengths:

    - Strong partnership working in relation to the Attainment Challenge.
    - Community planning partners' understanding of the essential role of CLD.
    - Strong culture of mutual support amongst organisations and groups.
    - Strong and effective leadership for CLD.
    - Evolving youth voice.

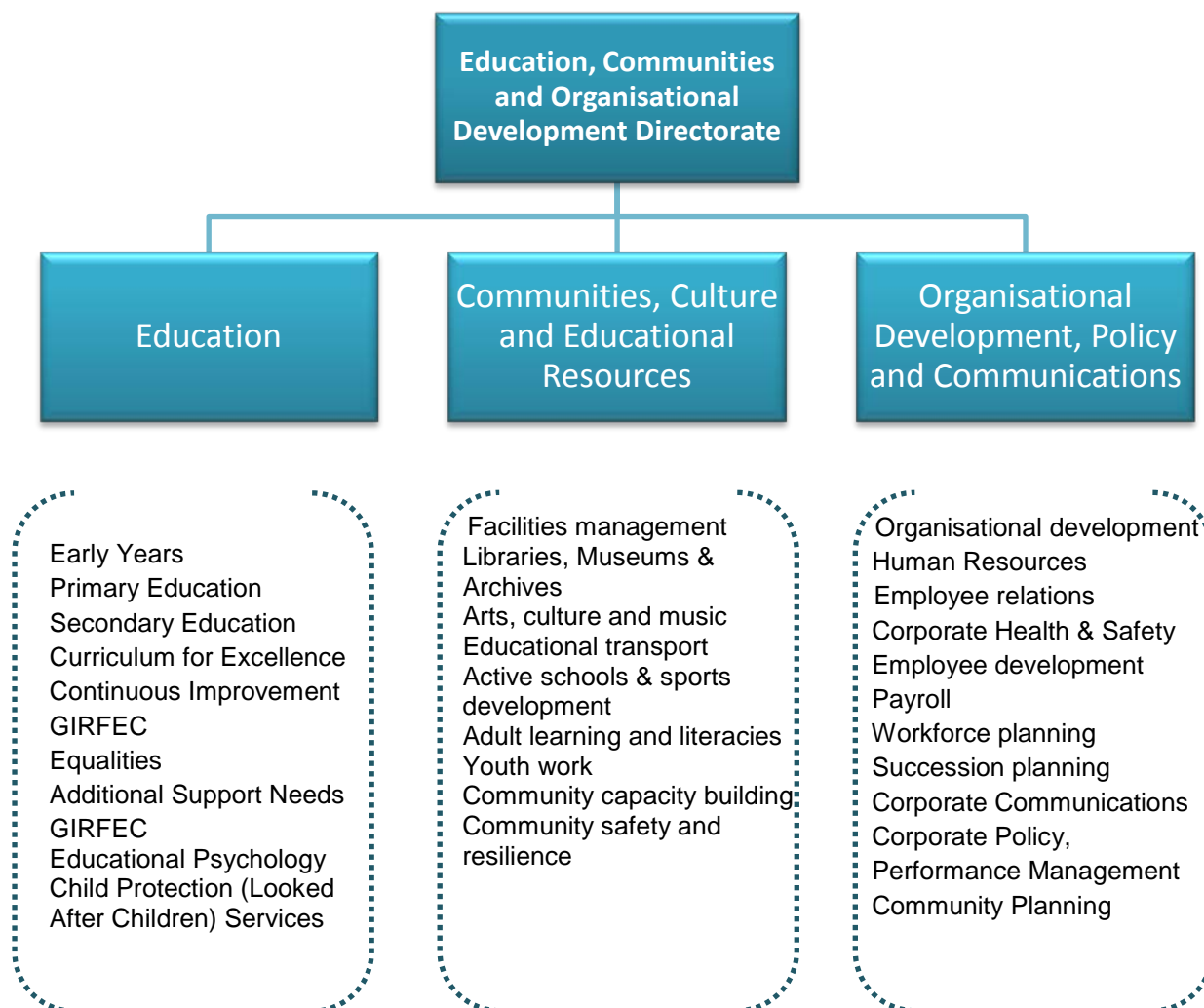   You can read the full Education Scotland report here:
    https://education.gov.scot/assets/contactorganisationinspectionreports/cldinverclydecouncil110319.pdf

- ***Inverclyde Libraries Validated Self Evaluation***

    In February 2019, Inverclyde Libraries undertook a validated self-evaluation of the service using the How Good Is Our Public Library Service (HGIOPLS) framework and received a Level 5 rating (very good) for QI 5 – Vision, Strategy and Continuous Improvement.

    The review found major strengths in library provision including: strategic goals clearly linked to corporate plans, cultural partnership plans and the national strategy for public libraries; meaningful evidence of impact is consistently considered at the earliest stages of planning; strategic commitment to ongoing staff training and excellent staff communication contributes to a staff group highly engaged and supported to develop and implement innovative practises; and a good track record of attracting external funding to drive service improvement and innovation.

More detail on the management structure and Services within the Education, Communities and Organisational Development Directorate is provided in the structure chart below:

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┌─────────────────────────────┐
│  Education, Communities     │
│  and Organisational         │
│  Development Directorate    │
└─────────────────────────────┘
     │          │          │
┌──────────┐ ┌──────────┐ ┌──────────────┐
│Education │ │Communities,│ │Organisational│
│          │ │Culture and │ │Development,  │
│          │ │Educational │ │Policy and    │
│          │ │Resources   │ │Communications│
└──────────┘ └──────────┘ └──────────────┘
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Education
- Early Years
- Primary Education
- Secondary Education
- Curriculum for Excellence
- Continuous Improvement
- GIRFEC
- Equalities
- Additional Support Needs
- GIRFEC
- Educational Psychology
- Child Protection (Looked After Children) Services

Communities, Culture and Educational Resources
- Facilities management
- Libraries, Museums & Archives
- Arts, culture and music
- Educational transport
- Active schools & sports development
- Adult learning and literacies
- Youth work
- Community capacity building
- Community safety and resilience

Organisational Development, Policy and Communications
- Organisational development
- Human Resources
- Employee relations
- Corporate Health & Safety
- Employee development
- Payroll
- Workforce planning
- Succession planning
- Corporate Communications
- Corporate Policy, Performance Management
- Community Planning

Key areas of focus for the Directorate this year will be:

- Embedding locality planning to provide a platform for people in Inverclyde to have a voice to inform decisions
- Workforce planning to ensure our workforce is highly skilled and able to deliver on outcomes
- Expansion of early learning and childcare
- The Scottish Attainment Challenge and reducing the poverty related attainment gap
- Raising attainment
- Culture and Heritage
- Children's Services Planning ensuring a joined up approach to meet the needs of families and children
- Further development of multi-agency partnership working through the Inverclyde GIRFEC model
- Promoting repopulation through the effective marketing of Inverclyde

2.2 National and local context

The Education, Communities and Organisational Development Directorate operates within a diverse legislative and policy framework. This includes any new legislation that emerges from the Scottish and UK Governments, which will have a direct impact on the nature of the services that the Directorate provides during the next three years.

Like all public sector organisations, our greatest challenge is managing a reduction in funding whilst maintaining the delivery of high quality services to local communities. The Directorate has, over a number of years, looked at ways to reduce costs to make savings, however the scope for further savings is becoming increasingly limited and we are developing new ways of working to ensure that we are well placed to meet the challenges that lie ahead. The OD and HR Service leads on the development of workforce planning for the Council and this will be vital to ensuring that the Directorate continues to work efficiently and effectively in a climate of reduced resources.

We will continue to work closely with our partners to reduce socio-economic inequalities through locality planning. To achieve this, we need to build on the work that has already taken place to develop community capacity and strengthen the voices of those living in our communities, so that residents feel empowered to be involved in decision making about the services that they receive and the things that affect their lives.

A key challenge for Education Services will be sustaining the improvements achieved through the Scottish Attainment Challenge Fund once the funding is no longer available. The development of exit and continuation strategies for Attainment Challenge initiatives will therefore be a focus of the work of Education Services in the next few years, particularly where initiatives are currently delivered in partnership.

There has been also been a change in how Councils across Scotland work together to deliver improvement in education nationally. Six regional improvement collaboratives have been established across Scotland. Inverclyde's Education Services is a partner in the Glasgow City Region Improvement Collaborative, also known as the 'West Partnership', which brings together authorities from across the Glasgow City Region. The Glasgow City Region represents a significant proportion of the Scottish population, encompassing 773 schools from across the region, in addition to hundreds of Early Years settings, both local authority and partner providers.

The aim of the West Partnership is to bring about excellence and equity in education across the entire region and in doing so, raising attainment and achievement. The West Partnership brings together eight local authorities who collectively make up the Glasgow City Region; East Dunbartonshire Council (EDC), East Renfrewshire Council, Glasgow City Council, Inverclyde Council, North Lanarkshire Council, Renfrewshire Council, South Lanarkshire Council and West Dunbartonshire Council.

The Partnership has developed a three year improvement plan 2017/2020, which aligns with the Scottish Government's National Improvement Framework drivers, seeking to deliver a cohesive system of improvement support and to complement the existing improvement actions of individual member authorities. In recognition of this, the performance reporting of Education Services within this CDIP has moved away from local performance indicators to reporting on the critical indicators that form part of the Partnership's evaluation of performance.

Other pieces of new legislation and national policy that will impact on this Plan in the coming years include:

- UK withdrawal from the European Union
- The Local Governance Review
- The Children and Young People (Information Sharing) Bill
- Domestic Abuse (Scotland) Act 2018
- Community Empowerment (Scotland) Act 2015 (Part 9: Food Growing Strategy)
- Consultation on Scottish Hate Crime legislation and Hate Crime Bill
- The British Sign Language Act 2015
- 1,140 hours expansion of Early Learning and Childcare in Scotland
- Changes to the Local Government Pension Scheme
- Changes to employment law legislation

2.3   Customer focus

The Directorate's customer base is varied and wide. It includes all of Inverclyde's children, young people and their parents, those living in communities served by the Community Wardens, as well as communities supported by Community Learning and Development (CLD) employees. It also extends to the media,

people with an interest in libraries, culture, the arts and the music service, as well as those that are seeking employment with the Council. In addition, the Directorate provides support to colleagues in the Council through the functions of Corporate Policy and Organisational Development, Human Resources and Corporate Communications.

Corporate customer engagement takes place through our ᐯ Citizens' Panel which the Organisational Development, Policy and Communications Service has responsibility for. Two Citizens' Panel surveys are carried out each year, the results of which are reported to the Council's Policy and Resources Committee and posted on the Council's website. Newsletters are also sent to Citizens' Panel members to let them know how their comments have been taken on board.

Council services use customer engagement as an essential tool to measure satisfaction and the feedback that is received is used to improve service delivery. Examples of the customer engagement activity that has been carried out by the services within the Directorate over the past year include:

- An Employee Survey was carried out in 2018 and all employees were encouraged to participate
- Our Budget Consultation processes (online and public engagement events)
- The launch of the Parental Engagement Strategy
- Two *#ClydeConversations* conferences took place with our young people (a main event and a follow-up event)
- An end of programme evaluation for all CLD participants (ongoing)
- Consultation with the community and providers on the expansion of early learning and childcare to 1140 hours by 2020.
- A survey of employee new starts and leavers (on-going)
- Corporate training evaluation (on-going)
- Online survey of applicants and the wider public using the national recruitment portal (ongoing)
- learner-led action research in adult literacies
- Public consultation on the School Transport Policy
- Healthy Working Lives Questionnaire with employees

We also carry out formal and informal engagement with customers through for example; Pupil Councils, the Youth Council, Parent Councils and Community Groups, Adult Learners as well as on-going engagement with individuals through the Community Wardens' service.

Additionally, through the work of community planning, community engagement is co-ordinated through the Community Engagement and Capacity Building Network (CECBN).

2.4   Equality

The ECOD Directorate is committed to ensuring equality of opportunity in everything that it does. The Corporate Director chairs the Council's Corporate Equality Group, which takes the lead in ensuring the Council meets its duties under The Equality Act 2010.

Services carry out equality impact analysis (EIA) on new or significantly changing policies, strategies and procedures, as well as on budget saving proposals. Examples of the Equality Impact Assessments carried out in the past year include:

- Pay and Grading Review
- Dignity and Respect at Work Policy and Procedures
- British Sign Language Action Plan

The Council also has a series of Equality Outcomes and every Service in the Directorate will continue to work towards the achievement of these during the next year. Details of these Outcomes can be viewed here ᐯ Equality and Diversity.

The Council's overarching Equality Outcomes are:

1. through an increase in third party reporting facilities, people with protected characteristics feel safer within their communities and levels of hate crime are reduced

2. Council employees and Elected Members are able to respond confidently and appropriately to the needs of service users and colleagues who have protected characteristics

3. increased targeted engagement with Inverclyde's children, citizens and communities who have protected characteristics

4. All Services consistently gather and analyse information on their service users by protected characteristics, where appropriate, which is used to inform improvement planning.

Education Equality outcomes

Ed1. All children and young people have the support that they need in relevant areas
Ed2. Outcomes for all pupils are improved regardless of gender, ethnicity or any barriers to learning

Ed3. All school communities recognise and respect people of diverse age, race, faith, gender, sexual orientation, disability and ethnic culture.

2.5 Sustainability of the environment

The Directorate supports the delivery of the Council's *Green Charter* environmental policy which aims to reduce energy and waste and promote the sustainable use of resources in the Council and across our community. This helps to support improved performance in one of our sustainable development performance indicators i.e. *to reduce CO_2 emissions within the scope of influence of the local authority*, also known as our *area-wide emissions*.

The Directorate's Services are encouraged to help the Council reduce its carbon emissions which in turn supports delivery of the Council's Carbon Management Plan.

It is vital that young people gain an early understanding of key environmental issues and become aware of ways they can make a difference through their personal actions. Our educational establishments have a critical role to play in promoting sustainable development and environmental sustainability for future generations.

Our School Estate Management Plan aims to ensure that all Inverclyde schools are replaced or fully modernised by 2020. Mindful of research into the positive impact of good environmental conditions on pupil attainment, the designs for our new schools place a strong emphasis on natural ventilation, high levels of natural day light and appropriate temperature control, together with energy and carbon reduction measures. This is further enhanced with other environmental sustainability initiatives such as a small wind turbine at Inverclyde Academy, a biomass boiler at the joint campus in Port Glasgow and photovoltaic cells at various sites.

2.6 Risk management

The key risks that the Directorate faces include:

- financial - financial pressures are affecting all public sector agencies and the Directorate needs to closely monitor budgets to ensure service delivery remains efficient, effective and value for money;

- reputation - potential for lack of buy-in and support for local government benchmarking projects and equality and diversity outcomes could lead to non-compliance with legislation or adverse external criticism resulting in a negative impact on the Council's reputation;

- legal and regulatory - potential for lack of support and buy-in could lead to non-compliance with legislation; and

- operational and business continuity - potential for possible inconsistencies in the roll-out of corporate systems and the potential for failure to implement policies and procedures could all have detrimental impacts on operational and business continuity.

The detailed risk management plan is attached at as Appendix 2 on page 56.

Opportunities exist to act in a more corporate manner across Directorates in order to reduce risks and these will be explored over the life of this plan.

2.7   Competitiveness

Competitiveness is a complex area and not simply an issue of delivering services for the least cost. In the public sector, competitiveness can perhaps be better described as *challenge* and *improvement* as this is what the Directorate requires to do to drive continuous improvement and best value.

Our self-evaluation guidance *Are we Getting it Right for Every Child, Citizen and Community?* supports the Directorate to carry out robust self-evaluation, using data from a variety of sources which informs the development of improvement actions, including those set out in section 5 of this Plan. A variety of processes are used to gather the data which informs on-going self-evaluation across the Council and is used to develop and adapt services to better meet the needs of customers.

The benchmarking information derived from the Improvement Service's Local Government Benchmarking Framework (LGBF) will also inform areas where the Directorate will focus attention and carry out further detailed internal analysis, in addition to learning from better performing councils. Services within the Directorate have also participated in LGBF benchmarking family groups, which are used to assess performance, learn from good practice, highlight the Council's own good practice to other authorities and deliver improvement across the local authorities who make up the groups.

In addition to the LGBF family groups, a number of the Directorate's service areas already participate in well-established benchmarking activity such as:

- Health and Safety
- HR policy
- Education Services' benchmarking across local and national networks
- Educational Psychology Service benchmarking with neighbouring services
- Scottish Attainment Challenge
- the Duke of Edinburgh Awards Scheme is compared on a yearly basis, for example, participation rates, success and completion

Over the years we have worked with other local authorities to help them learn from our good practice and vice versa. Education Scotland inspections show that Inverclyde schools perform very well in comparison to our comparator authorities.

The Participation Measure, which replaced the School Leavers Destination Results, tracks the wider 16-19 year old cohort, not just those that have left school. This allows us to benchmark the proportion of our young people that are participating in education, training or employment.

In addition, the developing Scottish Improvement Framework will compare literacy and numeracy via Standardised Testing and indicators for health and wellbeing, which will allow services to benchmark to identify how well we are supporting all our children and young people.

3.   Summary of Resources

The Directorate's budget for 2019/   is outlined below

Expenditure and FTE numbers
Resource Statement: Education and Communities

Service	2019/…….		
	Gross Exp	Net Exp	FTE
	£000's	£000's	
Director			
Education			
Inclusive Education, Culture & Communities			
Education & Communities Total			
Organisational Development, Policy & Communications			
Policy & Resources Committee Total			
Education and Communities Directorate Total			

4.   Self-Evaluation and Improvement Plan

The Audit Scotland Best Value Assurance Report on Inverclyde Council, which was published in June 2017, acknowledged that the Council has a positive culture of improvement and is an organisation that supports innovation. The report findings also include that Inverclyde Council uses self-evaluation consistently with clear links to improvement plans.

The Improvement Plan for the Directorate for 2019/22 is set out in section 5. It has been developed based on robust self-evaluation using both formal, such as external audit, inspection reports, validated self-evaluation and informal self-evaluation techniques, such as service self-assessment. It has also been informed by external inspection work such as the Joint Inspection of Services for Children and Young People in Inverclyde, the Education Scotland Inspection 'How Well is Inverclyde Council improving learning, raising attainment and closing the poverty related attainment gap?' and the HMIE Community Learning and Development Place Based Inspection 2019.
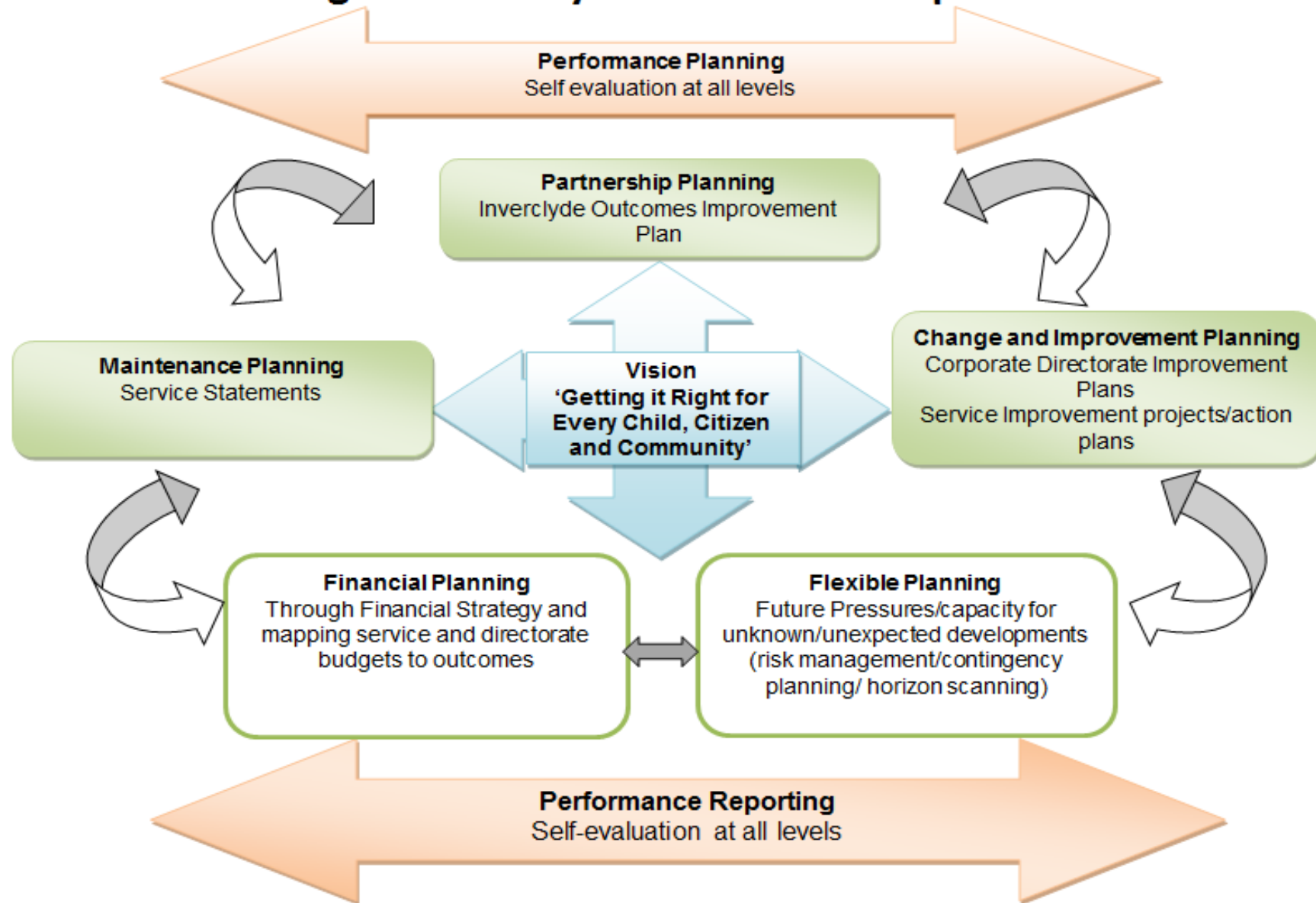
There are also a number of improvement actions contained within the Best Value Assurance Report that are relevant to the Directorate and these have been incorporated into the improvement plan in Appendix 1.

Examples of the type of self-evaluation carried out by the services in the Education, Communities and Organisational Development Directorate includes:

- **Organisational Development, Policy & Communications**
  A review of statutory and key performance indicators; Public Services Improvement Framework self-evaluation undertaken in 2017; general benchmarking of HR policies and practices across Scotland; gathering best practice; self-assessment against the Annual Governance Statement; national communications advisory group, employee opinion survey; using the Scottish Performance Management Forum to benchmark and peer review; the Local Government Benchmarking Framework; customer satisfaction survey; self-assessment against Audit Scotland reports and Citizens' Panel surveys.

- **Education Services**
  Education Scotland inspection and review; the Standards and Quality report, developed at both the centre and at a service level, Improvement Plans at both centre and at a service level; joint capacity building with the Regional Improvement Collaborative; How Good is Our School? 3 and 4, How Good is our Early Learning and Childcare?, The National Improvement Framework, School and Care Commission inspection reports, self-assessment against the requirements of the Education (Scotland Bill); Insight Benchmarking toolkit and establishment reviews.

- **Inclusive Education, Culture and Communities**
  Validated self-evaluation; annual review with the senior management team members; evaluation of professional development initiatives; Education Scotland inspection and review; audit of reciprocal teaching; cross-authority working; Education Scotland good practice visits; internal service self-evaluation using the Public Libraries Quality Improvement Framework Toolkit; customer engagement exercises.

The diagram on the following page sets out the planning cycle for the Council, including the various levels of planning that take place. All of this requires to be underpinned by self-evaluation. Corporate Directorate Improvement Plans sit within change and improvement planning but are underpinned by all other aspects of planning, particularly financial planning.

Planning for Delivery and to Secure Improvement

Performance Planning
Self evaluation at all levels

Partnership Planning
Inverclyde Outcomes Improvement Plan

Maintenance Planning
Service Statements

Vision
'Getting it Right for Every Child, Citizen and Community'

Change and Improvement Planning
Corporate Directorate Improvement Plans
Service Improvement projects/action plans

Financial Planning
Through Financial Strategy and mapping service and directorate budgets to outcomes

Flexible Planning
Future Pressures/capacity for unknown/unexpected developments (risk management/contingency planning/ horizon scanning)

Performance Reporting
Self-evaluation at all levels

5. Education, Communities and Organisational Development 3 Year Overview

In addition to Directorate's improvement priorities, there are also aspects of our work which are on-going; work that is significant but nonetheless can be classified as 'business as usual'. These areas of work are captured in the Service Statement and Standards for each Service. Monitoring of the maintenance or 'business as usual' activity is undertaken by individual Directorate and Service Management teams, as well as through the performance reporting via the Council's Statutory Performance reporting, including the Local Government Benchmarking Framework indicators. Additionally, for specific pieces of work, there are other reporting mechanisms to the Council's committees. A specific focus will be given to performance indicators which fall into the third or fourth quartile, or have declined in performance over time with a view to improvement or understanding the reason behind the performance.

The 3 year Action Plan for the Directorate is set out on page 16 and is broken down into Corporate Improvement Actions, Cross Directorate Improvement Action and Service Improvement Actions:

Each improvement action is aimed at helping to deliver at least one of the Council's organisational priorities which are shown below.

Corporate Plan Organisational Priority	Ref
To promote Inverclyde to both residents and visitors alike, as a great place to live, work and visit	OP1
To work collaboratively to enable strong, connected and empowered communities, particularly in areas of deprivation, so that residents have influence and control over the things that matter to them	OP2
To grow our local economy in a way that creates opportunities for all our residents, including access to good quality jobs.	OP3
To reduce the prevalence of poverty in our communities, with a particular focus on reducing child poverty	OP4
To safeguard, support and meet the needs of our most vulnerable families and residents.	OP5
To improve the health and wellbeing of our residents so that people live well for longer.	OP6
To protect and enhance our natural and built environment	OP7
To preserve, nurture and promote Inverclyde's unique culture and heritage	OP8
To deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources	OP9
To develop motivated, trained and qualified employees who deliver quality services that meet the current and anticipated service needs	OP10

Successful Learners

Confident Individuals

Effective Contributors

Responsible Citizens

Being supported and guided in lifelong learning. Having opportunities for the development of skills and knowledge to support achievement in educational establishments, work, leisure or the community.

Having a nurturing place to live and learn, and the opportunity to build positive relationships within a supporting and supported community.

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.

Having opportunities to take part in activities and experiences in educational establishments and the community, which contribute to a healthy life, growth & development.

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.

Citizens are respected and share responsibilities. They are involved in decision making and play an active role in improving the community.

Overcoming social, educational, health and economic inequalities and being valued and understood as part of the community.

Citizens are respected and share responsibilities. They are involved in decision making and play an active role in improving the community.

Achieving · **Nurtured** · **Active** · **Healthy** · **Respected** · **Safe** · **Included** · **Responsible**

Getting it Right for Every Child, Citizen and Community

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Where an action is a Corporate Improvement Action or a cross Directorate Improvement Action, it has been allocated to the service function that has lead responsibility for its delivery.

3 Year Improvement Plan Overview

Education	Corporate Plan Priority
Scottish Attainment Challenge	OP1, OP4, OP5, OP9, OP10
Broad General Education	OP1, OP5, OP9, OP10
Leadership in educational establishments	OP10
1140 hours expansion in early learning and childcare	OP4, OP5, OP9, OP10
Children's Services Plan	OP5, OP6, OP9, OP10
Review of Inverclyde GIRFEC model	OP2, OP5, OP6, OP9, OP10
Participation measure	OP3, OP9
Implement the findings from the Additional Support Needs Review	OP5, OP6, OP9
Autism Strategy	OP5, OP6, OP9
Communities, Culture and Educational Resources	Corporate Plan Priority
Culture and heritage	OP1, OP8, OP9, OP10
Library services for children and young people	OP1, OP2, OP8, OP9, OP10
Facilities management	OP4, OP6, OP9
School transport	OP9
Raising attainment and achievement in our communities	OP1, OP2, OP3, OP4, OP5, OP9
Adult pathways	OP1, OP2, OP3, OP4, OP5, OP9
Youth consultation and representation structures	OP2, OP9
Implementation of the 3 year plan for CLD	OP3, OP4, OP6, OP9, OP10
Development and implementation of a Sport and Physical Activity Strategy	OP6
Volunteering Strategy for Inverclyde	OP1, OP2, OP6
Organisational Development, Policy and Communications	Corporate Plan Priority
The Community Empowerment (Scotland) Act 2015	OP1 – OP9
Tackling poverty	OP4, OP6

3 Year Improvement Plan Overview	
Fairer Scotland Duty	OP2, OP4, OP9
Pay and grading structure	OP9, OP10
Health and safety monitoring system	OP9, OP10
Payroll system	OP
People and organisational development strategy	OP9, OP10
Repopulation and tourism 'place' marketing	OP1, OP9
All Services	
Change management	OP9, OP10
Measuring impact on outcomes	OP1 – OP8
Workforce planning	OP1, OP3, OP9, OP10

Corporate Improvement Actions
2019/22

5.1 Corporate Improvement Actions

These actions have implications for the whole Council, or more than one Directorate, not just the Education, Communities and Organisational Development Directorate.

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
CA1	**The Community Empowerment (Scotland) Act 2015**	Audit Scotland made a recommendation in the BVAR 2017 that Inverclyde Council should further develop the capacity of communities. An Inverclyde Outcomes Improvement Plan is in place and the first Annual Report has just been produced. Draft Locality Plans for three areas in Inverclyde have been developed and approved by the Alliance Board. A range of data at a local level has been gathered. Participatory Budgeting funding	The Council and its partners can demonstrate that it is effectively delivering on the statutory requirements of the Community Empowerment (S) Act 2015 All Inverclyde Alliance Partners are investing in building the capacity of communities so that they feel confident about exercising their rights, as set out in the Community Empowerment (S) Act. Locality Plans are used by Services and CPP partners and communities to plan service delivery, target inequalities	Respond to Scottish Government guidance. Continue to gather data from partners around the three localities. Facilitate improved community engagement in the implementation of the Locality Plans and the development of more robust community engagement methods. Hold an annual event for the three localities, aimed at engaging with communities to ensure plans	Implementation of the three Locality Plans, involving all partners. The local priorities that have been identified through community engagement are delivered. Communities are making full use of the Community Asset Transfer, Participation Request and Participation in Public Decision Making elements of the Community Empowerment Act Individuals and communities are	Corporate Policy, Performance and Partnership Manager Community Learning and Development, Community Safety and Sports Service Manager	Contained within existing budgets	OP1 OP2 OP3 OP4 OP5 OP6 OP7 OP8

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		has been agreed across the 7 Wards.	and work together to reduce them. Communities feel supported and empowered.	continue to reflect local priorities. Create a Community Food Growing Strategy. Develop appropriate structures to respond to the Council's decision to allocate a significant budget to Participatory Budgeting (PB) in 2018/19. Review the success of this.	stronger. Inverclyde has developed effective procedures and has allocated 1% of their budget through PB. A Community Food Growing Strategy is in place.			
CA2	**Change Management**	Inverclyde Council continues to identify a variety of ways in which to develop and deliver its services more efficiently. The BVAR recognised the Council's 'Delivering Differently' approach to change management and supported the	ECOD services have been reviewed and where appropriate redesigned to ensure they are fit for purpose, meet customer's needs and are efficient.	Continue to meet regularly and progress specific projects. Detailed projects are established. Ongoing work with the Policy and Resources Committee and Members Budget Working Group.	Savings are identified through change management process. Change Management Directorate Group meets regularly.	Corporate Director, Education Communities and Organisational Development	Contained within existing resources	OP9 OP10

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		introduction of 3 Directorate Change Management Groups. 3 Change Management Directorate Groups have been established to review progress on all change projects on a monthly basis. The Group is chaired by the Corporate Director and consists of the DMT plus Finance & HR support. Heads of Service are accountable for promoting change management projects and taking necessary action to ensure timeous delivery. Progress reports using a RAG status are submitted bimonthly to the Corporate Management Team. Regular updates are						

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		presented to the P & R Committee.						
CA3	**Measuring impact on outcomes**	The Audit Scotland Best Value Assurance Report contains a recommendation that the Council and partners need to better identify the extent of the impact services/partners expect to make to the overall strategic outcomes. The Inverclyde Council Corporate Plan 2018/22 has been approved. A LOIP Annual Report has been developed. The Corporate Policy Team monitors, collates and delivers reports on a range of performance information to the CMT, Committee and the Inverclyde	Inverclyde Alliance and Inverclyde Council are better able to demonstrate impact on outcomes, at various levels across services and programmes. Performance reporting is linked to measuring impact on outcomes at an individual, community and population level.	Continue to work with experts and other performance management specialists, to identify processes to better measure impact on outcomes. Publish an Annual Report on the Corporate Plan that sets out progress on the delivery of the Council's priorities for the residents of Inverclyde. Review our public performance reporting to deliver a more streamlined, robust set of KPIs, linked to organisational priorities. Identify desired	In the next Best Value Assurance Report, Audit Scotland are assured that Inverclyde Council is able to demonstrate impact on outcomes for all its children, citizens and communities.	Corporate Policy, Performance and Partnership Manager	Contained within existing resources	OP1 OP2 OP3 OP4 OP5 OP6 OP7 OP8

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		Alliance.		outcomes with key milestones / timescales for the Inverclyde Alliance Partnership Action Plans. Continue to learn from good practice elsewhere.				
CA4	**Workforce Planning**	A Corporate Workforce Planning and Development Group has been established to focus on progressing the workforce planning and learning and development agenda (WP and L&D) for the Council. Service Workforce Plans have been completed including longer term forecasts of workforce numbers and skills.	Continue to ensure workforce planning and development is integrated into CDIPs, risk registers and associated plans to address the key workforce challenges over the next 3 years and into the longer term. Continue to ensure Service Workforce Plans are actioned and reviewed.	Analysis of workforce data and learning needs with a coordinated approach to WP and L&D solutions. Assessing future workforce requirements via service workforce plans. Delivery of plans to be monitored by the Workforce Planning & Development Group. (Ongoing)	Workforce Planning and Learning & Development activity is prioritised and needs are met through coordinated and cost effective approaches. Appropriate WP and L&D interventions are implemented to address key workforce challenges over the next 3 years and beyond.	Head of OD, Policy and Communications	Contained within existing resources	OP1 OP3 OP9 OP10

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
CA5	**People and Organisational Development Strategy**	The Council has a People and Organisational Development Strategy in place which is due to be refreshed in 2020.	A new Strategy is developed for 2020/23 which builds on the work of the 2017/20 Strategy	Workshops to be arranged with relevant stakeholders to determine key priorities and objectives of the strategy March 2020	A People and Organisational Development Strategy for 2020-23 is agreed.	Head of OD, Policy and Communications	Contained within existing resources	OP9 OP10
CA6	**Autism Strategy**	Autism friendly Officer appointed October 2018. Applications received from 3rd Sector organisations with only one meeting appropriate funding criteria. Move to commissioning process recommended to E&C Committee from January 2019. Transfer of ASIG Chair to HSCP – May 2019.	Implementation of Autism Strategy continues. Autism Strategy Implementation Group (ASIG) framework re-established to overview delivery of outcomes. Commissioning process completed with contracts awarded to 3rd sector partners to deliver stated outcomes: 1. Pre- and post-diagnosis support: 2. Transition to Adult Services; and 3. Raising	Engage wider Inverclyde commercial organisations through Chamber of Commerce including Oak Mall/Gallagher Centre management, local transport providers, etc. Develop communication strategy to raise awareness of Autism Strategy across Inverclyde. Develop implementation plan to achieve Autism friendly status,	Commercial organisations engaged in programme of assessment. Staff participate in training and awareness raising. Communication strategy developed and implemented. Wider Inverclyde community, commercial organisations and other front-facing staff engaged in training programme.	Head of Adult Services; ASIG; John Chapman (Autism Officer)	£150K EMR	OP5 OP6 OP9

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
			Awareness in the Community Programme of training and awareness raising will be delivered over 2019/20 to provide opportunities for front-facing staff (both Inverclyde and commercial) to participate. Autism Officer continues to build support network across 3rd Sector partners, schools and community organisations. Allen Stevenson, Head of Adult Services HSCP, identified as ASIG Lead from May 2019.	Implement programme of assessment and support for organisations looking to Autism Friendly status. Assessment of Inverclyde Autism Friendly status. Educational establishments continue to work toward autism and communication friendly status. Autism Officer co-ordinates implementation of programme to deliver specified outcomes.	Council and partner organisations achieve Autism friendly status. Support and communication network established.			
CA7	**Child poverty**	25.7% of children in Inverclyde are estimated to be living in poverty. This is the 6th highest level in Scotland. A multi-agency Child	The projects and initiatives within the Inverclyde LAR 2018/19 are implemented and impact monitored.	All partner (CPAG) activity and data linked to child poverty is held centrally to enable partners to measure progress against the national child poverty	Qualitative and quantitative data will show improvement at an individual level, school or locality level.	Corporate Policy, Performance and Partnership Manager	Costs are set out in the Inverclyde Child Poverty Action Report	OP1 OP4 OP5 OP6

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		Poverty Action Group has been established, chaired by the Corporate Director, Education, Communities and Organisational Development. An Inverclyde Local Child Poverty Action Report is being finalised. The national estimate is that child poverty will increase due to wider economic and social factors.		targets.				
CA8	**Children's Services Plan: Update**	Inverclyde's Children's Services Plan is in place and being delivered. A monitoring framework is established in response to the Scottish Government guidance. Final review and evaluation of CSP	Children's Services Partnership restructure will provide appropriate framework for multi-agency approach to planning, achieving outcomes and quality assurance across all partner agencies. Year 2 Delivery Plan to be implemented across all children support agencies.	Cross-service working will allow alignment of Children's Services Partnership work with review of GIRFEC Pathway Model to ensure consistency across partner agencies. Delivery of identified CSP outcomes by CS Partnership sub-groups. Priority	Increase confidence of staff in implementation of GIRFEC Pathway model. Continuing improvement in the quality of GIRFEC pro-forma and documentation, e.g. Child's Plans, Chronologies;	Corporate Director ECOD; Head of Education; Children Services Partnership; GIRFEC Strategy Group	Contained within existing resources	OP5 OP6 OP9 OP10

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		Year 1 Delivery Plan completed by January 2019. Draft Year 2 Delivery Plan issued December 2018 – completed February 2019.

Performance Measures to be reviewed by Priority Delivery Groups. | Governance framework provides overview of progress and service level accountability.

Performance measures agreed across all service partners including Corporate Policy Team (LGBF). | Leads and sub-group Chairs will meet regularly to co-ordinate and monitor progress.

Performance Management sub-group to link CS measures with service QA groups including Child Protection Committee, HSCP, Education and Corporate Policy Team | Education Action Plans, TAC outcomes.

Year 2 Deliver Plan implemented.

Appropriate data collated.

Future priorities identified through multi-agency analysis of available evidence including local and nation performance measures. | | | |
| CA9 | **Review of Inverclyde GIRFEC Model** | Inverclyde's GIRFEC Practice Model has now been in place for two years. The 2017 Children Services Inspection identified the need to further develop multi-agency confidence and partnership working. The implementation of Inverclyde's mental

Multi-agency | Evidence of quality planning both at single agency level and interagency with timely support being given to children and families to improve outcomes. | Multi-agency review of GIRFEC Pathway model takes account of changing education and HSCP landscape in terms of direct funding, support for mental health wellbeing of children and young people.

GIFEC Pathway | Numbers of direct referrals from educational establishments to support services monitored.

Overview of CS and GIRFEC QA processes used to inform Strategic Needs Assessment. | Head of Education; Education Officer; Principal Psychologist; GIRFEC Strategy Group. | Contained within existing resources | OP2 OP5 OP6 OP9 OP10 |

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		Health Strategy, Autism Strategy and Locality ASN Forums provides the opportunity to review and realign the practice model. Updated SEEMIS application and associated modules currently being developed – due for phase 1 implementation August 2020. Programme of Quality Assurance and Self-Evaluation implemented on Cluster basis June 2018. This has provided an opportunity to both moderate quality and consistency of approach in the development of Child Plans and to allow sharing of good practice.	workforce confidence in development of Inverclyde's GIRFEC Model will continue to improve and develop Consistency of approach by all partners to using GIRFEC Pathways for development and implementation of plans for vulnerable children and families. Education service's procedures for school review to include the quality assurance of GIRFEC policy and procedures including: • Wellbeing Assessments; Child's Plans; • Chronologies; and TAC meetings. Data analysis of outcomes and impact included in process. QA procedures linked directly to compilation of Strategic Needs	Model to align with restructure of both Children's Services Partnership and implementation of Locality ASN Forum. Identification of training needs will identify multi-agency approach to build capacity across partner services. Implementation of cross-service quality assurance procedures to be led by Children's Services Performance Management sub-group. Education's QA processes to reflect changes in Education Scotland model. Implementation of CSP sub-groups to develop improved outcomes for	Information from TAC/Review meetings confirm positive impact for individual children and young people. Numbers of staff attending multi-agency training. Staff confidence with GIRFEC model and multi-agency working improves. QA procedures provides effective quantitative and qualitative information to inform future planning. Collated data informs Strategic Needs Analysis to allow identification of appropriate priorities for forward-planning and improvement.			

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
			Analysis for Children's Services Planning.	LAC/CE children and Young People. Alignment with Children Services Performance Management sub-group will ensure consistency across all partner agencies.				
CA 10	Fairer Scotland Duty (FSD)	Interim, non-statutory, advisory Guidance on the Duty was published by the Scottish Government in April 2018 and a report considered by the Policy and Resources Committee at its meeting on 18 September 2018. The Duty has been incorporated into the Equality Impact Assessment template used as part of the Council's budget-setting process 2019.	Ensure we are compliant with the Duty, as appropriate, by actively considering how we can reduce inequalities of outcome caused by socio-economic disadvantage when making strategic decisions.	By taking advantage of the supported offered by the Improvement Service to develop and share best practice on the Duty. When making strategic decisions, actively consider, with an open mind, whether there are opportunities to reduce socio-economic disadvantage.	By actively considering how we could reduce inequalities of outcome in any major strategic decision we make and publishing a written statement showing how we have done this.	Council-wide responsibility, led by Corporate Policy, Performance and Partnership Manager	Contained within existing resources	OP2 OP4 OP9

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
CA 11	**Volunteering Strategy**	A draft Inverclyde Volunteering Strategy, 'Everyone's Volunteering 2019-28' has been developed.	The quality and quantity of volunteering opportunities is increased. The number of people participating in volunteering is increased. Participation inequalities are addressed The role and contribution volunteers make to community planning, achieving key outcomes and the delivery of services is understood and quantified.	Carry out refreshed survey of volunteering across the directorate and CLD partnership to inform a volunteer action plan by June 2019. Community consultation carried out to inform the plan Draft action plan by end 2019. Final version by March 2020 Developing in tandem with CVS Inverclyde. Working group in place and work taking place with HR.	Volunteering action plan in place Increased number and quality of volunteering opportunities Increased number of people volunteering, particularly young people aged 13-18, people with a health condition or challenging circumstances, e.g. cultural barriers, men and those in the most deprived 20% of communities. Evidence of volunteering being promoted and valued. More local strategies and plans will demonstrate the contribution and impact of	Community Learning and Development, Community Safety and Sports Service Manager Volunteer Centre/Third Sector Interface	No resource implications	OP1 OP2

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
					volunteering Stronger partnership with CVS Inverclyde and the Volunteer Centre is evident.			

Cross-Directorate Improvement Actions 2019/22

5.2 Cross-Directorate Improvement Actions

These actions will be implemented by more than one service in the Education, Communities and Organisational Development Directorate.

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan Priority
CD1	**Participation Measures**	The positive destination details for the last reporting year indicate that Inverclyde has dropped in national ranking – now 26th, in the 4th quartile. While Inverclyde's participation rates have be relatively consistent over the past few years (an increase of 0.3% of 2018/19), it is evident that other local authorities have improved their rates. 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	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	Inverclyde Offer in school encourages pupils to remain on the school roll until the end of 6th year with the support of curricular PLP's. Inverclyde Offer post school meeting takes place weekly, all 16-24 year olds not currently participating, the partners check if they are or have in the past engaged with their services and the records are updated to reflect this then the appropriate partner is identified to support them. Greater planning and cooperation across the appropriate council services linked to improved partnership working through Inverclyde Regeneration and Employability	Positive destination details and the Annual Participation performance will increase year-on-year, to initially meet, and then exceed, the Scottish average and our comparator authorities	Schools working with SDS to maximise the senior phase and improve positive destinations Inverclyde Regeneration and Employability Partnership to improve the offer and range of the Employability Pipeline, the YEAP and the availability and accessibility of appropriate programmes and services for 16-25 year olds	Within existing budgets including guidance, PEF, DIYW and SDS CIAG input A review of the current employability provision / pipeline and a greater targeting of resources for this age group would include the Scottish Government 'Offer of Grants', existing Economic Development procurement of the employability pipeline, greater ED	OP3 OP4

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan Priority
		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).	unconfirmed.	Partnership to support the YEAP and availability of opportunities for those not participating Use of the 16+ tab, Inverclyde has the highest percentage of input to this not only in the West Region but across Scotland as a whole. This information is passed on to the Employability Engagement group and to Inverclyde Regeneration and Employability partnership to allow planning to take place re employment, FE, HE and training for transitions from school. Continue to deliver on Inverclyde's Developing Inverclyde's Young Workforce Strategy and ensure a progression of employability skills.			resources and incentives linked to partners procurement and budgets	

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan Priority
CD2	**Raising attainment and achievement in communities**	Feedback from young people, adults, the wider community and partners indicates that there is a need for CLD providers to continue to provide wider achievement and attainment opportunities.	Raise levels of attainment and achievement in our communities. Individuals are supported in developing the skills, knowledge and attributes to achieve their full potential.	Increase the learning opportunities available to individuals. Support the work aimed at closing of the poverty related attainment gap. Continued provision and enhancement of high quality learning opportunities to young people, adults and the wider community with a focus of those most in need. Ongoing over 2019/20	There is an increase in the number of individuals achieving nationally recognised awards. There is an improved range of courses, qualifications and awards available to individuals. There is an increase in the number of individuals with improved literacies and ESOL skills.	Head of Communities, Culture, and Educational Resources & CLD Head of Education Services	Contained within existing resources	OP1 OP2 OP3 OP4 OP5 OP9
CD3	**Implementation of the CLD 3 Year Plan**	CLD service has identified a number of priorities for the service to be delivered over the period 2018/21.	Delivery of the CLD priorities in relation to - Raising attainment and achievement - Develop of effective partnership - Effective community engagement structures - Health and Wellbeing - Poverty and deprivation	Delivery of the key activities as set out in the 3 year plan. Strengthening of partnership working both within and outwith the Council. Reporting of progress to the Strategic Implementation Group. Delivery over the period 2018 / 2021	Data shows an improvement across a range of indicators linked to the 3 year priorities	Community Learning and Development, Community Safety and Sports Service Manager Volunteer Centre/Third Sector Interface	Contained within existing resources	OP3 OP4 OP6 OP9 OP10

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan Priority
CD4	**Develop and implement Sport & Physical Activity Strategy**	Members of the strategic steering group have been identified. Initial meeting held.	Strategy developed and launched 2019	Public consultation Strategy is endorsed by Education & Communities Committee Strategy is endorsed by Inverclyde Alliance Board Publish and launch of the strategy Establish a reporting mechanism through Inverclyde Alliance Board Operational group established	Strategy is developed and launched	Community Learning and Development, Community Safety and Sports Service Manager	Contained within existing resources	OP 6

Service Improvement Actions
2019/22

5.3   Service Improvement Actions

These actions will be carried out by specific Services in the Directorate.

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan Priority
			Education					
Ed1	**Scottish Attainment Challenge**	Primary and secondary schools are making very good use of data to target improvement through initiatives funded by the Scottish Attainment Challenge and Pupil equity Fund. Increased family learning initiatives which are enabling establishments to better inform and involve parents Models of leadership, which supports a significant number of practitioners to engage in research and critical reflection is directly impacting on the quality of learning and teaching in the	Attainment gap linked to deprivation has decreased. A skilled understanding and use of data to set targets and inform next steps in improvement. Parents are enabled to better support their children in Literacy, Numeracy and Health & Wellbeing Shared understanding of high –quality learning, teaching and assessment.	Continue to support and challenge staff in interpreting and using data to close the poverty related attainment gap. Continue to ensure that co-ordinated quality programmes are in place with partners which impact on attainment. Continue the culture of collaborative professional learning as demonstrated through highly effective implementation groups and professional learning communities. Evidence informed interventions which	Improvements in base line figures in literacy and numeracy. Parents' capacity to support their children's learning continues to increase.	Head of Education/ Head Teachers	Scottish Government funding of £ 3,470,640	OP1 OP4 OP5 OP9 OP10

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan Priority
		classroom. Secondary schools are embedding collaborative practitioner enquiry in practice , to strengthen joint-working and support the dissemination of effective practice Continue to implement Applying Nurture as a Whole School Approach across all sectors A professional learning programme for teaching staff and support staff is empowering young people to take greater ownership of their learning Developing an exit and continuation plan of strategies for Scottish Attainment Challenge initiatives.	Clearly articulated approaches to multi-agency professional learning to sustain collaborative and collegiate interventions. Continue to reduce exclusions. Approaches and initiatives which have impacted on attainment are embedded.	are positively impacting on the lives of children and young people. Through the continued implementation and evaluation of policies such as GIRFEC ,Positive Relationships Positive Behaviour Policy and the Attendance Policy Building practitioners capacity across all sectors by providing high quality professional learning. Continue to review and embed the range of interventions focused on closing the poverty-related attainment gap.	Good practice is shared and effective interventions up scaled where appropriate using research informed by local and national policy Well-informed and targeted interventions have resulted in improved outcomes in children's attendance, motivation and attainment. Up-skilled work force			
Ed2	**Broad General Education**	Schools continue to track and monitor performance	Schools will continue to develop tracking and	Revising the Quality Assurance Framework across the authority.	A robust and reliable tracking system is in place to report on	Head of Education	Contained within existing	OP1 OP5 OP9

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan Priority
		at all levels

Primary schools are all using new progress and achievement tracking system for numeracy and literacy.

Reporting aspect of progress and achievement is being introduced in a phased basis and will ultimately allow us to monitor pupils with barriers to learning.

The newly developed Quality Improvement Framework processes include opportunities for all schools to discuss attainment and teacher professional judgement on an annual basis.

Systems are in place to moderate teacher professional judgements

The authority wide data set has been updated to include the | monitoring of other aspects of BGE curriculum. Schools also developing report templates.

Schools are accessing information independently | Continue to work with schools so that they are able to articulate the rationale for their curriculum for all learners through both the BGE and the Senior Phase.

Continue to develop the senior phase through enhanced pupil choice. | and monitor progress and performance of all pupils through the BGE. | | resources | OP10 |

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan Priority
		information on progress and achievement. Inverclyde continues to engage with the Glasgow City Regional Education Improvement Plan (West Partnership). Progression frameworks for understanding standards have been developed at Council level.	.					
Ed3	**Leadership in educational establishments and school empowerment**	We have developed leadership through authority courses- Uplifting Leadership and Leadership: A Practical Guide. Staff continue to take up places on SCEL courses, access masters funding and we are piloting a new DYW/SCEL programme. A Leadership Framework has been developed to support the Inverclyde	Enhanced leadership at all levels will ensure that educational establishments are able to take forward and implement improvements that have a positive impact for learners.	Further development of the Leadership Strategy to include a Framework for Early Years. Further develop the Leadership Framework to reflect new opportunities. Work within the RIC workstream Leadership and Succession Planning to share practice with a view to succession planning.	All teachers who are actively seeking promotion will be known and better equipped to take on management roles.	Head of Education	Funded within existing resources and Attainment Challenge funding	OP10

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan Priority
		Leadership Strategy. Regular Pathways meetings further develop leadership skills and provide teachers with an opportunity to share practice. Leadership coaching is also being rolled out across the authority.		Continue to roll out Leadership training opportunities across the authority. Interview Leadership: A Practical Guide participants at the end of the training to identify those actively seeking promotion.				
Ed4	**Implement the findings from the Additional Support Needs Review**	The implementation of ASN Review 2015 recommendations contained has resulted in a well-developed Inclusive Support Service which is effective and efficient in providing universal and targeted support, leading to improved outcomes for children and young people. Attendance, educational attainment and wellbeing outcomes of Care Experienced, ASN and pupils with barriers to their learning remains an area for	Further embedding of the changes implemented through the ASN review are further embedded in practice to deliver the priorities outlined in the revised Children's Service Plan. This will be underpinned by a robust and comprehensive Inverclyde GIRFEC model (see below) Educational performance, attendance and exclusion rates for LAC and ASN continue to	Continue to monitor and improve attendance and reduce exclusions across schools and establishments, particularly linked to deprivation, care experienced and those with barriers to learning Improve the monitoring and tracking of care experienced pupils to support their educational	Inclusive Support Services re-organised to reflect the outcomes of ASN review. Improved wellbeing outcomes for all children and young people. Improved educational outcomes for care experienced pupils. Increased positive destinations for pupils with barriers to their learning. Inverclyde educational	Head of Education Principal Psychologist	Contained within existing resources	OP5 OP6 OP9

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan Priority
		development and improvement.

Pilot Locality ASN Forum has been implemented in Port Glasgow over 2018/19.

Communication Friendly Schools pilot has been in place in two Inverclyde primary schools.

LIAM project pilot in Inverclyde East locality. The project looks to build school's capacity and knowledge in dealing with anxiety. | improve. BGE and SQA monitoring data is included in data packs.

Three locality ASN forums operating from August 2019. Protocols and procedures will improve direct access to Tier 1 and Tier 2 mental health & wellbeing support.

Learning from pilot programme disseminated over session 2019/20. Assessment. ICOS Coaching and Modelling approach continues to be embedded.

Programme disseminated across Inverclyde schools over session 2019/20. Teachers and support staff better trained in supporting anxiety | performance pupils and increase the number of looked after pupils entering a positive destination upon leaving school

Education Service's revised Management restructure will more effectively support work at locality level.

Inverclyde ASN Forum will continue to be mechanism for advice and support to locality forum.

Access to support from partner services more readily accessible through locality forum arrangements.

Planned programme of capacity building and support developed by ICOS team. | establishments include Autism friendly strategies into improvement planning cycle.

Locality ASN forums operating effectively with clear lines of communication and referral implemented for actions by Inverclyde ASN Forum.

Schools have more direct access to support for pupils with barriers to their learning.

Staff capacity and understanding of Autism continues to develop.

Staff capacity and understanding of anxiety in young people continues to develop. | | | |

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan Priority
			in children and young people.	Planned programme of capacity building and support developed by LIAM team.				
Ed5	**1140 hours expansion in early learning and childcare**	The strategic plan for the expansion of early learning and childcare is being implemented and includes the following workplans: • Infrastructure • Workforce • Operations • Quality Effective engagement with Scottish Government in relation to implementation and monitoring is ongoing. Early phasing plan for 18 / 19 was implemented effectively. Positive relationships with the private, voluntary and independent sectors are being sustained.	By August 2020, Inverclyde Council will be offering the entitlement of 1140 hours of early learning and childcare	The strategic work group will continue to monitor the implementation of the expansion plan.	Regular monitoring of workplans and risk register. Early phasing targets are achieved. Timescales as per Education Capital Programme 2018/21 Progress. (7 May 2019)	Head of Education / Early Years Manager	Funding costs met by the Scottish Government	OP4 OP5 OP9 OP10

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan Priority
	Communities, Culture and Educational Resources							
CC&E R1	**Culture & Heritage**	Following a programme of refurbishment, the Watt Institution is due to re-open in 2019. Many elements of the service have been in place since the 1980s and require a comprehensive review. Additionally, Inverclyde has *Great Place Scheme* funding until 2020, which includes the production of a Heritage Strategy for the area, and elements of this work will require to be subsumed into the work of the Watt Institution when the project finishes.	The Watt Institution to be recognised as the key heritage asset in Inverclyde. Heritage services to be operating efficiently and adhering to modern best practice. Implementing the recommendations and action plan of the Heritage Strategy and adopting new working practices and services developed as part of the *Stories Frae the Street* project.	Full service review including: staffing structure, opening hours, services offered, and income generation opportunities. Service review to take account of emerging themes and priorities from the Heritage Strategy consultation. Subsequent Watt Institution service improvement plans to include aspects of the Heritage Strategy Action Plan. Timescale: 2019/20	% increase in visitor figures, facility usage, learning and access opportunities, and increased income. % increase in visibility / recognition of, and levels of engagement with, the Watt Institution by the general public	Libraries, Education Development and Arts Manager; Team Leader – Education Development and Arts; Heritage Outreach Officer; Watt Institution staff	To be contained within existing revenue budget.	OP1 OP8 OP9 OP10
CC&E R2	**Library Services for Children and Young People**	The Scottish Government recently published a national strategy for school	Joined up library services for children and young people, making	Review of children and young people's library services across Inverclyde to ensure	Use of Inverclyde's public libraries by children and young people will increase.	Libraries, Education Development and Arts	To be contained within existing	OP1 OP2 OP8 OP9

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan Priority
		libraries in Scotland 2018-23: *Vibrant Libraries, Thriving Schools.* There are 3 aspects of Inverclyde Council's library offer for children and young people: the public library service, individual school libraries within secondary schools; and outreach work carried out by an Outreach Librarian, based in the community and funded by the Attainment Challenge. While there is some joint working and linkages between the three, much more could be done to streamline, join up and improve the library offer for Inverclyde's children and young people.	best use of all available resources across public, school and "pop-up" libraries. Implementing the recommendations and action plan of the National Strategy for School Libraries and ensuring that Inverclyde's schools are in a good position to apply for School Library Improvement Funding from the Scottish Government.	that public library services, secondary school libraries, and outreach work are operating efficiently, in tandem, and adhering to modern best practice. Review of existing library provision within primary schools. Timecale: 2020/21	Use of Inverclyde's secondary school libraries will increase. Primary school library provision will be supported. The literacy-related attainment gap for children in Attainment Challenge schools will be reduced. Inverclyde's school libraries will apply for School Library Improvement funding on an annual basis with a high rate of success.	Manager; Team Leader – Libraries; Education staff; Staff with responsibility for delivering children's and young people's library services.	revenue budget	OP10
CC&ER3	**Facilities Management**	The Scottish Government's free school meals provision began in January 2015 and has been implemented in all	To promote and increase the level of free school meal provision to increase levels to 80%.	Through monitoring and assessing the provision and promotion of the initiative to parents and children through	Measuring the percentage uptake of free school meals within the P1 to P3 age group.	Facilities Manager	Externally funded	OP4 OP6 OP9

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan Priority
		relevant schools.

Current uptake is 78.2% and there is room to improve this. | | each school. Through monitoring and assessing the provision and promotion of the initiative to parents and children through each school. | The target of 80% has been achieved. | | | |
| CC&ER4 | **School Transport** | Audit of current provision completed to identify areas of current inequity.

Successful partnership working with contract providers to identify options to provide equity in provision of transport.

A report will be considered by the Education and Communities Committee regarding the equitable provision of school transport in May 2019. | Work with school communities to implement changes to school transport provision over session 2019/20.

Revised arrangements ready for implementation August 2020. | Consultation with secondary school Parent Councils and wider school community on equity of provision.

ParentPay arrangements to be put in place for those young people accessing transport provided by Inverclyde Council.

Partnership working with transport providers.

Work with communities to support implementation of revised arrangements. | Revised transport arrangements implemented.

Payment arrangements in place. | Head of Communities, Culture and Educational Resources; Service Manager Educational Resources. | TBC | OP9 |

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan Priority
CC&E R5	**Develop and improve Adult Learning Pathways**	A range of high quality learning opportunities are available for adults, however, there is a lack of awareness of appropriate pathways for young people and adult learners engaged in CLD activity and a lack of co-ordinated progression opportunities for learners in some areas has been identified.	All adult learning provision is mapped and processes are in place to ensure no learner completes a programme without being encouraged to continue their learning.

There is a better awareness of appropriate pathways for learners.

There are new progression opportunities for learners and additional support at transition points for those most in need. | Improve progression pathways for both young people and adult learners.

Raise awareness to CLD providers of the pathways available on the learner journey.

Work in partnership with wider CLD partners to identify appropriate pathways for learners.

Consult with learners on their experience and expectations of their learning pathway.

Work across the partnership to identify and target the most vulnerable learners and develop additional support arrangements where needed. | Increased pathways available to learners.

Increase in the number of learners progressing on to a positive destination.

Clear and defined pathways are identified. CLD practitioners and wider partners and adult learners have a better understanding of pathways for their learners. | Community Learning and Development, Community Safety and Sports Service Manager | Contained within existing resources | OP1 OP2 OP3 OP4 OP5 OP9 |
| CC&E R6 | **Youth Consultation and Representation Structures** | Whilst structures are in place, there is a need to further develop the Youth Consultation and Representation Structures across | Community engagement structures are in place that enhance the participation levels of our young people. | Develop a new structure for Youth Representation through the establishment of a Youth Cabinet. | A new Youth Cabinet is established with increased numbers of young people engaged in youth participation. | Community Learning and Development, Community Safety and Sports Service | Contained within existing resources | OP2 OP9 |

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan Priority
		Inverclyde ensuring key community groups of interest are supported.	The voices of our young people have an appropriate platform to be heard.	Develop plans for nominated young people to sit on local committees to ensure their voices are heard on an appropriate platform. Carry out a review of the Youth Participation Strategy, achieve our LGBT Charter Mark from LGBT Youth Scotland for our Clyde Pride Group & create a peer education group to tackle issues affecting young people on a peer level. Deliver the Inverclyde YOYP Plan for 2018. Ensure effective arrangements are in place for the Scottish Youth Parliament Elections in 2019 and 2021. Carry out a young person's Health and Wellbeing Survey in 2019. Ongoing until 2021	A new refreshed Youth Participation Strategy is created to ensure young people are involved in service planning and delivery. LGBTi Clyde Pride achieves a bronze Charter Mark. The contribution of young people is celebrated and highlighted through the Year of Young People programme. Increase in the number of candidates standing for election and an increase in the number of young people involved in SYP elections.	Manager		

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan Priority
CC&ER7	**Community Safety & Violence Prevention Initiative**	Following community consultation and the completion of a strategic assessment, the Community Safety Partnership has set out 3 overarching strategic priorities including 'Reducing Violence, Crime and Disorder' and 'Promoting Community Resilience'. Currently, the majority of responses to violence, anti-social behaviour and disorder are reactive and police led.	The introduction of a locality/community based community safety and violence prevention initiative.	The creation of a profile to identify the most appropriate locality/community for delivery of the pilot by summer 2019. The creation of a community consultation document to highlight the views of the chosen locality/community (existing and new consultations). An evaluation of the project after 3 months to identify successes/areas for improvement and the opportunity to roll out to other areas. An evaluation of the initiative after 12 months.	The pilot initiative will have been introduced to a locality/community in Inverclyde. Members of the public within the locality/community will identify an improvement in their area. The Community Safety & Resilience Team and wider community safety partners will have a better understanding of issues within the locality/community.	Community Learning and Development, Community Safety and Sports Service Manager.	Contained within existing resources.	OP1, OP2, OP5, OP6, OP7, OP9,
CC&ER8	**Community Safety Engagement**	The Citizen's Panel enables the Council to regularly consult with Inverclyde residents on a wide range of issues. Panel members are asked a series of questions	Community engagement structures are in place that maintain high feelings of safety and low experiences of antisocial	During the period the department will identify a range of community safety engagement messages that supports the reduction of violence, crime and disorder in our	We can measure the number of community safety engagements carried out across Inverclyde. We will support	Community Learning and Development, Community Safety and Sports Service Manager	Contained within existing resources.	OP1, OP2, OP5, OP6, OP7, OP9,

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan Priority
		regarding their satisfaction of where they live, their feelings of safety and their experience of antisocial behaviour.	behaviour in Inverclyde.	communities, the reduction of unintentional harm in our communities and promotes community resilience.	national campaigns that supports the reduction of violence, crime and disorder in our communities, the reduction of unintentional harm We will main high feelings of safety in the forthcoming citizens panel (2020).			

Organisational Development, Policy and Communications

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan Priority
ODPC 1	**Pay and Grading Structure**	A new Pay and Grading structure has been developed and now requires to be implemented.	A revised Pay and Grading model is fully implemented.	Finalise the Implementation Plan, including the creation of a new structure and the migration of employees to this. Appropriate testing and employee communication to be carried out. October 2019	New structure is in place.	Head of OD, Policy and Communications	£830,000 which has been accounted for in the 2019/20 budget	OP9, OP10
ODPC 2	**Health and Safety Monitoring System**	A new Health and Safety monitoring system, Figtree, is under development and requires to be	To record and monitor key action points and control measures which require to be	Develop and test the relevant modules in the Figtree system. Change over the	The new system is operational.	Head of OD, Policy and Communications	Contained within existing resources	OP9, OP10

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan Priority
		implemented	implemented at Service level. To monitor and record that implementation has taken place. To integrate the accident reporting function with Finance's Insurance section, allowing a more streamlined investigation and recording process to ensure that all documentation is readily available for use in the event of a claim.	current incident reporting system to the Figtree system. Bring online the audit and assessment modules and pilot them in selected areas (Fire Risk Assessment, Education and Environmental and Commercial Services. Develop the reporting function to bring statistical information to the Corporate Health and Safety Committee as required. December 2019				
OPDC 3	**Payroll system**	The current payroll system requires a significant upgrade to improve its functionality	A 'Version 8' upgrade is fully implemented and rolled out across the whole Council.	Carry out staff training and stakeholder engagement Conduct a review of processes Significant testing October 2019	Stakeholders will be fully engaged Review of processes complete. Staff training is complete. Significant testing complete.	Head of OD, Policy and Communications		OP9 OP10

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan Priority
ODPC 4	**Repopulation and tourism 'place' marketing linked to overarching council branding exercise**	Limited tourism or place marketing has been taking place in Inverclyde in recent years. Previously as part of a previous repopulation work, there was a council led, successful short-term 'Inverclyde Living' place promotion marketing campaign.	A planned and coordinated place marketing campaign, involving a range of partners, linked to the work of Tourism Inverclyde and using a redevelopment of the 'discover Inverclyde' brand to promote Inverclyde as a place to encourage more visitors, more businesses and more new residents	A new web resource will be created as a new 'discover Inverclyde' website under the support to Inverclyde tourism, the local area tourism partnership in the first half of 2019 supported by a place marketing campaign throughout 2019 and 2020 focused on promoting Inverclyde as a place to visit, live and work.	A new web resource in place A new place marketing campaign developed and co-ordinated across a range of on and offline mechanisms Increased visitor numbers to attractions Increased attendance at major events (where directly supported) Improvements in population measurements.	Communication Tourism and Health and Safety manager	Funding through existing tourism funding, support sought from external partners and through existing earmarked reserves for repopulation and events.	OP1 OP9

6. Education, Communities and Organisational Development Performance Information

Key performance measures	Performance				Target 2019/20	Lower limit/ alarm	2017/18 Rank/national average
	2015/16	2016/17	2017/18	2018/19			
The percentage of performance appraisals completed in the year and the individual development plans agreed	91%	93%	94%	Data is being calculated	93%	91%	-
Equal opportunities: % of the highest paid 5% of earners among Inverclyde Council employees that are women (excluding teachers) (CORP 3b) sources: LGBF Annual Return; Inverclyde Performs	53.2%	52.94%	53.92%	Data is being calculated	52.5%	47%	-
Libraries - total number of visits source: Libraries and Museums Records; Inverclyde Performs	419,720	418,079	428,785	Data is being calculated	423,000	400,000	-
Number of visits to/usages of council-funded or part funded museums source: Libraries and Museums Records; Inverclyde Performs	78,506	70,256	57,053	Data is being calculated	70,000	65,000	-
Number of adult learners achieving core skills qualifications (KPI 17) source: Inverclyde Performs	229	250	246	Data is being calculated	186	140	2019/20 targets have been adjusted to reflect other modes of delivery

Key performance measures	Performance				Target 2019/20	Lower limit/ alarm	2017/18 Rank/national average
	2015/16	2016/17	2017/18	2018/19			
Number of adult learners improving their literacies (KPI 18) source: Inverclyde Performs	519	601	616	Data is being calculated	457	380	2019/20 targets have been adjusted to reflect other modes of delivery
P1 – P3 Free schools meals provision	74%	76.2%	74.3%	Data is being calculated	75%	70%	
% of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in literacy (based on reading, writing and talking and listening) *West Partnership Regional Improvement Plan Critical Indicator*	-	-	73..5%	Data not yet available	75%	70%	Scotland 71.4%
% of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in numeracy *West Partnership Regional Improvement Plan Critical Indicator*	-	-	80%	Data not yet available	82%	75%	Scotland 78.4%
% of S3 pupils achieving third level or better in literacy (based on reading, writing and talking and listening) *West Partnership Regional Improvement Plan Critical Indicator*	-	-	90.5%	Data not yet available	91%	88%	Scotland 87.3%
% of S3 pupils achieving third level or better in numeracy *West Partnership Regional Improvement Plan Critical Indicator*	-	-	85.6%	Data not yet available	89%	83%	Scotland 89%
% of S3 pupils achieving fourth level or better in literacy (based on reading, writing and talking and listening) *West Partnership Regional Improvement Plan Critical Indicator*	-	-	42.8%	Data not yet available	45%	40%	Scotland 46.4%

Key performance measures	Performance				Target 2019/20	Lower limit/ alarm	2017/18 Rank/national average
	2015/16	2016/17	2017/18	2018/19			
% of S3 pupils achieving fourth level or better in numeracy *West Partnership Regional Improvement Plan Critical Indicator*	-	-	42.2%	Data not yet available	45%	40%	Scotland 56.1%
% of leavers achieving 1 or more awards at SCQF Level 6 or better *West Partnership Regional Improvement Plan Critical Indicator*	59.7%	64.8%	68%	Data not yet available	70%	62%	Scotland 62.2%
% of leavers achieving 5 or more awards at SCQF Level 6 or better *West Partnership Regional Improvement Plan Critical Indicator*	30.4%	32.5%	35.6%	Data not yet available	36%	31%	Scotland 36%
% of leavers achieving SCQF Level 5 or better in literacy *West Partnership Regional Improvement Plan Critical Indicator*	81.2%	83.2%	84.9%	Data not yet available	86%	81%	Scotland 82%
% of leavers achieving SCQF Level 5 or better in numeracy *West Partnership Regional Improvement Plan Critical Indicator*	71.6%	73.9%	73.5%	Data not yet available	76%	71%	Scotland 69%

Key performance measures	Performance				Target 2019/20	Lower limit/ alarm	2017/18 Rank/national average
	2015/16	2016/17	2017/18	2018/19			
% Attendance rates:							
• primary schools (SPI 050aiK)	94.8%	94.3%	93.8%		95%	92%	
• secondary schools (SPI 050biK)	91.1%	90.1%	89.6%	Data not yet available	92%	87%	
• additional support needs schools (SPI 050ciK)	91%	90.1%	91.8%		92%	87%	
source: Inverclyde Performs							
Exclusion rate per 1,000 pupils:							
• primary	1.3	2.7*	5.0				
• secondary	28.2	35.8	45.6	Data not yet available	no targets set		
• additional support needs	14.1	12.7	12.1				
• looked after children – primary	18.7	10.0	10.9				
• looked after children – secondary	95.7	108.9	126.1				
• looked after children - additional support needs (KPI 48)	41.7	47.6	55.6				
source: Insight							

*supressed data due to small numbers

Key performance measures	Performance				Target 2019/20	Lower limit/ alarm	2017/18 Rank/national average
	2015/16	2016/17	2017/18	2018/19			
Satisfaction with Inverclyde as a place to live. source: Inverclyde Citizens' Panel (Combined response of very satisfied/satisfied).	75%	Biennial survey	74%	Biennial survey	No target set	No target set	-
Satisfaction with Neighbourhood as a place to live. source: Inverclyde Citizens' Panel (Combined response of very satisfied/satisfied).	81%	Biennial survey	86%	Biennial survey	No target set	No target set	-

- This option was not included in survey

7. Appendix 1: Strategic Planning Priorities

SHANARRI Wellbeing Indicator	
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.
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.
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.
Nurtured	Having a nurturing place to live and learn, and the opportunity to build positive relationships within a supporting and supported community.
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.
Respected and Responsible	Respected and share responsibilities. Citizens are involved in decision making and play an active role in improving the community.
Included	Overcoming social, educational, health and economic inequalities and being valued as part of the community.

IOIP Strategic Priority	Ref
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	SP1
There will 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	SP2
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.	SP3

7. Appendix 1: Strategic Planning Priorities

Corporate Plan Organisational Priority	Ref
To promote Inverclyde to both residents and visitors alike, as a great place to live, work and visit	OP1
To work collaboratively to enable strong, connected and empowered communities, particularly in areas of deprivation, so that residents have influence and control over the things that matter to them	OP2
To grow our local economy in a way that creates opportunities for all our residents, including access to good quality jobs.	OP3
To reduce the prevalence of poverty in our communities, with a particular focus on reducing child poverty	OP4
To safeguard, support and meet the needs of our most vulnerable families and residents.	OP5
To improve the health and wellbeing of our residents so that people live well for longer.	OP6
To protect and enhance our natural and built environment	OP7
To preserve, nurture and promote Inverclyde's unique culture and heritage	OP8
To deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources	OP9
To develop motivated, trained and qualified employees who deliver quality services that meet current and anticipated service needs.	OP10

8.　　Appendix 2: Risk register

Corporate Directorate Improvement Plan: Education, Communities and Organisational Development								Risk Status as at 31/3/19 for 2019/22 Activity	

Risk category: Financial (F), Reputational (R), Legal/Regulatory (LR), Operational/Continuity (OC)

Improvement action	Risk no	Risk category	*Description of risk concern	Impact rating (A)	L'hood rating (B)	Quartile	Risk score (A*B)	Who is responsible? (name or title)	Additional controls/mitigating actions and time frames with end dates
All	1	F	There is a risk that continually reducing resources mean that the Directorate may struggle to deliver actions, slowing down delivery on improvement.	2	3	2	6	DMT	Regular review of capacity and priorities via CDIP reports to Committee.
All	2	F R LR OC	The ability to retain and/or recruit suitably qualified staff into key roles may impact on the delivery of actions detailed within the Directorate Plan.	3	3	1	9	DMT	Regular review of capacity and priorities via CDIP reports to Committee.

Environment, Regeneration and Resources

Corporate Directorate Improvement Plan 2019/22

GETTING IT RIGHT FOR EVERY CHILD, CITIZEN AND COMMUNITY

Included — Safe — Healthy — Achieving — Nurtured — Active — Respected — Responsible

Nurturing Inverclyde

Inverclyde council

This document can be made available in other languages, large print, and audio format upon request.

Arabic

هذه الوثيقة متاحة أيضا بلغات أخرى والأحرف الطباعية الكبيرة وبطريقة سمعية عند الطلب.

Cantonese

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

Gaelic

Tha an sgrìobhainn seo cuideachd ri fhaotainn ann an cànanan eile, clò
nas motha agus air teip ma tha sibh ga iarraidh.

Hindi

अनुरोध पर यह दस्तावेज़ अन्य भाषाओं में, बड़े अक्षरों की छपाई और सुनने वाले माध्यम
पर भी उपलब्ध है

Mandarin

本文件也可应要求，制作成其它语文或特大字体版本，也可制作成录音带。

Polish

Dokument ten jest na życzenie udostępniany także w innych wersjach językowych, w
dużym druku lub w formacie audio.

Punjabi

ਇਹ ਦਸਤਾਵੇਜ਼ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਆਡੀਓ ਟੇਪ 'ਤੇ ਰਿਕਰਾਡ ਹੋਇਆ ਵੀ ਮੰਗ ਕੇ ਲਿਆ ਜਾ ਸਕਦਾ ਹੈ।

Urdu

درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔

✉ Corporate Director - Environment Regeneration and Resources, Inverclyde Council,
Municipal Buildings, Greenock, PA15 ILY.

☎ 01475 712761   💻 lisa.mitchell@inverclyde.gov.uk

Table of contents

1. Introduction by Corporate Director, Environment Regeneration and Resources

On behalf of the Environment, Regeneration and Resources Directorate, I am pleased to present our Corporate Directorate Improvement Plan (CDIP) 2019/22. This Plan sets out the strategic direction for the Directorate, including key projects, programmes and improvement actions that we intend to deliver over the next three years.

The Directorate encompasses a diverse range of services that work together and with our partners to deliver better outcomes for the residents of Inverclyde, as well as ensuring that the Council manages it resources and assets efficiently and effectively. It supports and contributes to the delivery of the strategic priorities in the Inverclyde Alliance's Outcomes Improvement Plan 2017/22 and the Inverclyde Council's Corporate Plan 2018/22, as well as the delivery of the shared wellbeing outcomes to ensure that all our residents are Safe, Healthy, Achieving, Nurtured, Active, Respected and Responsible and Included.

Our improvement actions have been developed following a comprehensive review by all services of what the Directorate should seek to achieve in the next three years, building on our successes and identifying the challenges and risks that lie ahead in this period.

One of our responsibilities is to lead and support significant regeneration initiatives with external partners, the biggest of which is the Glasgow City Region City Deal. 'City Deal' is a partnership of the eight local authorities which form the Glasgow City Metropolitan area and involves an investment of £1.13bn specifically to stimulate economic growth, one of the largest City Deals in the UK. The delivery of 'City Deal' is a vital element of the longer term regeneration of Inverclyde and across the city region.

A particular challenge in regenerating the local economy will be responding to the economic situation in consequence of the UK leaving the European Union. The short term impact on business remains uncertain and it will be important to place Inverclyde in the most favourable position as 'Brexit' progresses.

Perhaps the most significant challenge for the Directorate in the coming years however will continue to be the delivery of high quality services with a reduced budget. We will strive to deliver further efficiencies and protect front line services. In doing this, we will explore options around, and the feasibility of, delivering shared services with other Councils, including the delivery of roads and transportation services in partnership with West Dunbartonshire Council.

This Plan will build on the achievements of the Directorate to date, including the delivery of the School Estate Management Plan; the development of the Local Development Plan 2; the implementation of a Cyber Resilient Action Plan for the Council; supporting sound financial management within the Council, record levels of Council Tax collection, the successful implementation of GDPR and improving the procurement rates for local suppliers, which helps to strengthen the local economy. Despite the challenges that lie ahead, I am confident that the Directorate will deliver many more successes in the coming years.

I hope this Plan gives you an insight into the work the Environment, Regeneration and Resources Directorate and the key improvement activities, projects and outcomes we seek to deliver over the next three years and I look forward to updating you on our progress.

Scott Allan, Corporate Director, Environment Regeneration and Resources

2. Strategic Overview

2.1 Purpose and scope of the Directorate

The primary role of Environment, Regeneration and Resources Directorate is to:

- bring together those services that support the regeneration of the area;
- to ensure the development and maintenance of the Council's physical assets and infrastructure with the aim of delivering integrated working and enhanced service delivery; and
- to lead and deliver modernisation and continuous improvement across the whole organisation, enabled through robust financial planning and management.

In March 2018 the Council agreed a new management structure for the Directorate. The changes took effect from April 2018 and will be implemented on a phased basis, with the final changes completed post 2020. As part of this, Inverclyde Council is currently progressing collaboration with West Dunbartonshire Council. A Head of Service has been appointed to strategically lead Roads and Transportation services in the two Councils. Strategic Business Cases are being developed for wider front line services with the intention of widening the extent of shared senior management and collaboration. This approach will enhance resilience across the two Councils and drive efficiencies.

The current Directorate structure consists of five Services:

- Finance
- Legal and Property
- Environmental and Public Protection
- Regeneration and Planning
- Roads Shared Service

Our Services all sit within the Council's vision of a *Nurturing Inverclyde* where we are **Getting it Right for Every Child, Citizen and Community**, working towards the achievement of the wellbeing outcomes, where all our children, citizens and communities are Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included.

We are committed to delivering high quality, professional and efficient services which are responsive to our customers' needs. We aim to achieve a high standard of customer care and satisfaction through the effective delivery of services which result in positive outcomes for our customers, whether this be other Council services or all residents of Inverclyde. Examples of Directorate achievements in 2018 include:

- The appointment of a shared Head of Service with West Dunbartonshire Council
- Successful integration of services following a management restructure
- The development of the Local Development Plan 2
- There has been significant progress in the implementation of GDPR across the Council
- Supporting colleagues to achieve better outcomes for children and vulnerable adults
- Supporting colleagues in the implementation of the 1140 hours for early years
- Significant progress has been made on flat acquisitions and the serving of Housing Orders as part of the regeneration of Clune Park.
- Completion of the Audit Plan / Annual Governance Statement
- An improvement in the procurement rates for local suppliers
- Achieving record levels of Council Tax collection
- The delivery of qualification free annual accounts
- The approval of a Cyber Resilience Action Plan for the Council
- The completion of a new marriage suite
- The delivery of external funding projects
- The implementation of the LED programme replacement and Electric Charging Vehicles
- Delivery of the 2018/19 Employability programme which supported 1,500 residents
- Support provided to 250 local businesses through Business Development
- Completed a review of Economic Regeneration activities in Inverclyde
- Successful delivery of the Capital Programme including the School Estate Management Plan, the Property Asset Plan and the Roads Asset Management Plan

- Delivered over £1 million of SPT funded projects
- Delivered the Baker Street alignment through appointing Ri as agents
- Progressed Ocean Terminal and Inverkip City Deal projects to Final Business Cases
- Delivery of a new Repopulation Action Plan through Inverclyde Alliance
- Approval of Strategic Housing Investment Plan

Looking forward to the next three years, the Directorate will deliver on major initiatives including a centralised model within the Council for the delivery of economic regeneration, delivery of City Deal projects at Ocean Terminal, Inverkip and Inchgreen and the further development of our collaboration with West Dunbartonshire across wider front line services. Delivery of the Clune Park Masterplan as part of the Strategic Housing Investment Plan will be a core priority. A particular corporate challenge will be the delivery of a balanced three year budget covering 2020/21 and 2022/23.

We will continue to listen and respond to our customers, aiming to deliver continuous improvement whilst maintaining and building upon strong working relationships with our customers and communities.

More detail on the management structure and the Services within the Environment Regeneration and Resources Directorate is provided on the following page.

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Environment, Regeneration and Resources

Chief Financial Officer

- Strategic Finance
- All Directorates Finance & Accountancy (Account Management)
- Budgeting
- Special Project Finance
- Statutory Group Accounts
- Creditors
- Insurance
- Treasury Management
- Council Tax Reduction
- Revenues
- Debt Recovery
- Housing Benefits
- Customer Service
- Customer Contact Centre
- ICT Operation and Support
- Corporate Business Systems
- ICT Strategy
- Modernisation/Channel Shift
- Registration Services
- Scottish Welfare Fund

Legal and Property Services

- Asset Management / Property Estates
- Legal Services
- Administration
- Licensing
- Litigation
- Contracts & Conveyancing
- Courts
- Members Support
- Civic Service
- Committee Support
- Community Council Liaison
- Democratic Process
- Election Management
- Information Governance
- Standards Commission
- Internal Audit
- Risk Management & Business Continuity
- Property energy management & efficiency
- SEMP
- Capital Project Management

Regeneration and Planning Services

- Structure / Local Plan
- City Deal
- Planning Policy
- Employability / Employment
- Building Standards
- Development Management
- Green Charter
- Corporate Procurement
- Procurement Strategy
- Conservation / Access
- Commissioning
- Industrial / Commercial Lets
- Social Enterprise / Third Sector Development
- Business development
- Building Services Unit

Interim Head of environment and public protection services

- Public health
- Housing
- Environmental Protection
- Trading Standards and Enforcement
- Food and Health
- Social Protection
- Parking Enforcement
- Waste Management
- Waste Strategy
- Refuse Collection
- Recycling
- Civic Amenities
- Grounds maintenance
- Burial Grounds
- Street Cleaning
- Fleet and vehicle management
- Public conveniences

Head of Shared Services Roads

- Roads repairs maintenance and management
- Design
- Street lighting
- Traffic lights
- Winter maintenance
- Bridge maintenance
- Flood prevention
- Gully emptying
- Parking Strategy
- Traffic management
- Transport Strategy

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2.2 National and local context

In common with all public sector organisations, the Environment Regeneration and Resources Directorate faces a diverse and complex range of challenges and opportunities over the period 2019/22, generated at both a national and local level.

New legislation emerging from the Scottish and UK Governments will directly impact on the nature of the services that the Directorate provides in future years. Legislation and national policy that will impact on this Plan in the coming years include:

- UK withdrawal from the European Union
- Local Governance Review
- Local Government Election 2022
- GDPR / Data Protection Act 2018
- The Barclay Report: Non-domestic rates review
- Social Security (Scotland) Act 2018
- Health (Tobacco, Nicotine etc. and Care) (Scotland) Act
- Transport (Scotland) Bill
- Well Maintained Highways new Code of Practice
- Planning (Scotland) Bill
- Waste Scotland Regulations 2012
- Purchase to Pay legislation
- Community Empowerment Act

One of the most significant challenges facing the Directorate will be tackling the funding gap and delivering a sustainable budget in future years, whilst at the same time, trying to maintain high quality services. To achieve this, further efficiencies will need to be identified at a time when the scope to do so within services has become increasingly limited.

Our employees are our greatest asset and effective succession planning and workforce development will be vital to help meet the challenges that lie ahead. The Directorate has undergone a substantial reduction in staffing in recent years which resulted in an increased workload for remaining employees. Added to this is that some parts of the Directorate have a predominantly older workforce, which will result in loss of expertise in future years as employees retire from the organisation. This means that there needs to be a focus on upskilling existing employees in order to meet current and anticipated service needs.

2.3 Customer focus

The customer base of the Directorate is varied and wide. It includes all Inverclyde citizens, businesses, third and public sector partners, children and their parents as well as Registered Social Landlords (RSLs), Community Councils and other groups.   In addition, the Directorate provides support to colleagues within the Council through the functions of Finance, ICT, Procurement, Legal and Property Services.

Our customer engagement takes place through a number of formal and informal routes e.g. in some areas, such as the preparation and production of the Local Development Plan 2, there is a statutory obligation to consult with developers and consultants as well as other public sector and third sectors organisations. This is done through correspondence and meetings.

There are regular meetings with the business community to promote business support products and employability opportunities as well as engagement with local architects and surveyors at times of change to planning and building legislation.

For all major schools projects, extensive consultation takes place with staff, parents and pupils. Customer engagement is also carried out in advance of changes to waste management services and customer views taken on board when redesigning services.

Regular presentations and meetings take place with Registered Social Landlords and third sector organisations to ensure that they are updated on changes to legislation affecting citizens on benefits and council tax reduction.

The Directorate also makes use of the Council's Citizens' Panel which is issued twice a year.

The Customer Service Strategy includes carrying out surveys and questionnaires to gather feedback from service users, whilst the Digital Strategy recognises the changing requirements of our customers in respect of the way they interact with the Council.

The Directorate leads on budget consultation with the public, which is now well embedded and involves Community Meetings, feedback via the Council Website and the use of an on-line budget simulator.

Specific areas of consultation carried out within the past year include:

- Community Councils
- Parking strategy
- Annual audit planning process
- Inverclyde Licensing Forum and Taxi liaison
- Satisfaction questionnaires (post-work)
- FMS user survey
- Customer Service Centre Survey
- Local Development Plan 2

2.4 Equality

The Environment, Regeneration and Resources Directorate is committed to ensuring equality of opportunity in everything that it does. Services carry out equality impact analysis (EIA) on new or significantly changing policies, strategies and procedures, as well as on budget savings. All budget savings were subject to an EIA in 2018/19.

The Council also has a series of Equality Outcomes and every Service in the Directorate will continue to work towards the achievement of these during the next year. Details of the Council's Equality Outcomes can be viewed here ⌐ Equality and Diversity.

The Council's overarching Equality Outcomes are:

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

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

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 women and girls can expect to live free from such abuse and the attitudes that perpetrate it

4. There are no barriers in recruitment, training and promotion opportunities for the Inverclyde Council workforce

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

2.5   Sustainability of the environment

The Directorate supports the delivery of the Council's *Green Charter* environmental policy which aims to reduce energy and waste and promote the sustainable use of resources in the Council and across our community.   This helps to support improved performance in one of our sustainable development performance indicators i.e. *to reduce CO_2 emissions within the scope of influence of the local authority*, also known as our *area-wide emissions.*

The Directorate makes a significant contribution to the Council's and Scotland's sustainability strategies in a number of service areas, such as recycling and waste reduction initiatives, newer, cleaner less polluting vehicles, electrical charging points for vehicles, lower energy street lighting, the flood action plan and reduced impact road and pavement repairs**.** In addition, ICT have introduced a number of initiatives to reduce the Council's energy consumption and thereby reducing our Carbon footprint, including energy efficient PCs, whilst Property Services works towards improving the sustainability of the Council's Property Estate in a number of ways including improving the energy efficiency and water use in buildings; incorporating energy generation in projects and making waste reduction plans compulsory for Council building contracts.

2.6   Risk management

The key risks that the Directorate faces include:

- financial - financial pressures are affecting all public sector agencies and the Directorate needs to closely monitor budgets to ensure service delivery remains efficient, effective and value for money;

- reputation – with such a diverse portfolio and front facing services a failure manage delivery or plan for change or could result in adverse publicity and reputational risk;

- legal and regulatory - potential for lack of support and buy-in could lead to non-compliance with legislation; and

- operational and business continuity - potential for lack of consistency regarding definitions of competitiveness, possible inconsistencies in the roll-out of corporate systems and the potential for failure to implement policies and procedures could all have detrimental impacts on operational and business continuity.

The risk management plan is attached at as Appendix 2. Opportunities exist to act in a more corporate manner across Directorates in order to reduce risks and these will be explored over the life of this plan.

2.7   Competitiveness

Competitiveness is a complex area and not simply an issue of delivering services for the least cost. In the public sector, competitiveness can perhaps be better described as *challenge* and *improvement* as this is what the Directorate requires to do to drive continuous improvement and best value.

Our self-evaluation guidance *Are we Getting it Right for Every Child, Citizen and Community?* supports the Directorate to carry out more robust self-evaluation, using data from a variety of sources which informs the development of improvement actions, including those set out in section 5 of this Plan. A variety of processes are used to gather the data which informs ongoing self-evaluation across the Council and is used to develop and adapt services to better meet the needs of customers.

The benchmarking information derived from the Improvement Service's Local Government Benchmarking Framework (LGBF) will also inform areas where the Directorate will focus attention and carry out further detailed internal analysis, in addition to learning from better performing councils and the Directorate participates in the LGBF benchmarking family groups where appropriate. The family group process is used to assess performance, learn from good practice, highlight the Council's own good practice to other authorities and deliver improvement across the councils who make up the groups.

In addition to the LGBF family groups, a number of the Directorate's service areas already participate in well-established benchmarking activity such as:

- Environmental and Public Protection Service – APSE, SCOTS, WMON
- Finance Services – CIPFA, Treasury Management Forum, IRRV, SOCITM
- Regeneration and Planning, SLAED , HOPS, PCA and LABSS

3. Summary of Resources

The Directorate's budget for …….. is outlined below.

Service	20		
	Gross Exp £000's	**Net Exp £000's**	**FTE**
Director			
Property Services			
Environmental & Public Protection			
Regeneration & Planning			
Roads			
Environment & Regeneration Committee Total			
Finance Services			
Legal Services			
Policy and Resources Committee Total			
Directorate Total			

4.   Self-Evaluation and Improvement Planning

The Audit Scotland Best Value Assurance Report on Inverclyde Council, which was published in June 2017, acknowledged that the Council has a positive culture of improvement and is an organisation that supports innovation. The report findings also include that Inverclyde Council uses self-evaluation consistently with clear links to improvement plans.

The Improvement Plan for the Directorate for 2019/22 is attached at section 5. It has been developed based on robust self-evaluation using both formal (such as external audit, inspection reports, validated self-evaluation) and informal self-evaluation techniques (such as service self-assessment). This includes but is not limited to:

- Annual external audit of accounts.
- Customer satisfaction - performance and risk management.
- Benchmarking via LGBF and professional Benchmarking Groups.
- IRRV local authority income.
- Customers waiting survey
- Audit Scotland - Fraud and Error Report.
- Audit Scotland Benefits Risk
- Public Service Improvement Framework
- Citizen Panel Feedback
- Public Services Network and Cyber Essentials
- Annual Governance Statement - Council, ALEO's
- Police Integrity Model Gap Analysis
- Public Performance Reporting
- Quality Assurance Process - Internal Audit,
- APSE Benchmarking
- Society of Chief Officers for Transportation in Scotland
- Risk Register
- Planning Performance Report
- Building Standards Benchmarking
- SLAED Economic Evaluation
- European Commission Validation Check
- Employability Programme
- Business Gateway
- LGSE Grouping

All the Directorate services have undertaken PSIF assessment in the past two years and prepared an action plan. By adopting the systematic approach which is embedded in the PSIF process, staff were engaged and able to articulate areas of good practice and service improvement which focused on performance in an open and productive manner.

The diagram on the following page sets out the planning cycle for the Council, including the various levels of planning that take place. All of this requires to be underpinned by self-evaluation. The Corporate Directorate Improvement Plans sit within change and improvement planning but are underpinned by all other aspects of planning, particularly financial planning.

Planning for Delivery and to Secure Improvement

Performance Planning
Self evaluation at all levels

Partnership Planning
Inverclyde Outcomes Improvement Plan

Maintenance Planning
Service Statements

Vision
'Getting it Right for Every Child, Citizen and Community'

Change and Improvement Planning
Corporate Directorate Improvement Plans
Service Improvement projects/action plans

Financial Planning
Through Financial Strategy and mapping service and directorate budgets to outcomes

Flexible Planning
Future Pressures/capacity for unknown/unexpected developments (risk management/contingency planning/ horizon scanning)

Performance Reporting
Self-evaluation at all levels

5. Environment, Regeneration and Resources Directorate Three Year Improvement Plan

In addition to our Improvement Priorities, there are also aspects of our work which are ongoing – work that is significant, but nonetheless can be classified as *business as usual*. Such aspects of work are captured in the Service Statement and Standards for each service area, and therefore not included in this Plan. Monitoring of the maintenance or *business as usual* activity is undertaken by individual Directorate and Service Management Teams, as well as through the performance reporting under the Council's Statutory Performance reporting, including the Local Government Benchmarking Framework indicators. Additionally, for specific pieces of work, there are other reporting mechanisms to the Council's committees. A specific focus will be given to performance indicators which fall into the third or fourth quartile, with a view to improvement or understanding the reason behind the performance.

The Directorate Year 3 Action Plan is set out as shown below and is broken down into Corporate Improvement Actions, Cross Directorate Improvement Actions and Service Improvement Actions.

Each improvement action is aimed at helping to deliver at least one of the Council's organisational priorities which are shown below.

Corporate Plan Organisational Priority	Ref
To promote Inverclyde to both residents and visitors alike, as a great place to live, work and visit	OP1
To work collaboratively to enable strong, connected and empowered communities, particularly in areas of deprivation, so that residents have influence and control over the things that matter to them	OP2
To grow our local economy in a way that creates opportunities for all our residents, including access to good quality jobs.	OP3
To reduce the prevalence of poverty in our communities, with a particular focus on reducing child poverty	OP4
To safeguard, support and meet the needs of our most vulnerable families and residents.	OP5
To improve the health and wellbeing of our residents so that people live well for longer.	OP6
To protect and enhance our natural and built environment	OP7
To preserve, nurture and promote Inverclyde's unique culture and heritage	OP8
To deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources	OP9
To develop motivated, trained and qualified employees who deliver quality services that meet the current and anticipated service needs	OP10

Successful Learners

Confident Individuals

Effective Contributors

Responsible Citizens

Being supported and guided in lifelong learning. Having opportunities for the development of skills and knowledge to support achievement in educational establishments, work, leisure or the community.

Having a nurturing place to live and learn, and the opportunity to build positive relationships within a supporting and supported community.

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.

Having opportunities to take part in activities and experiences in educational establishments and the community, which contribute to a healthy life, growth & development.

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.

Citizens are respected and share responsibilities. They are involved in decision making and play an active role in improving the community.

Overcoming social, educational, health and economic inequalities and being valued and understood as part of the community.

Citizens are respected and share responsibilities. They are involved in decision making and play an active role in improving the community.

Achieving **Nurtured** **Active** **Healthy** **Respected** **Safe** **Responsible** **Included**

Getting it Right for Every Child, Citizen and Community

Where an action is a Corporate Improvement Action or a cross Directorate Improvement Action, it has been allocated to the service function that has overall responsibility for its delivery.

3 Year Improvement Plan Overview

Environment & Public Protection	Corporate Plan Priority
Clune Park Regeneration	OP7 , OP9
Contracts – Residual Waste	OP7, OP9
Mobile Working	OP9
Home Energy Efficient Programmes for Scotland (HEEPS)	OP4, OP6, OP9
Depot Rationalisation	OP9, OP10
Strategic Housing Investment Plan	OP4, OP6, OP7
Capital Projects	OP9
Finance	Corporate Plan Priority
Financial Management System Review	OP9
Welfare Reform – Employees	OP4, OP9, OP10
2020/23 Budget	OP9
Collaboration – Non domestic rates	OP9, OP10
Channel Shift	OP9
Cloud Migration Strategy	OP9
Legal and Property Services	
Asset Management Strategy	OP7, OP9
Information Governance	OP9
Partnership Working	OP9, OP10
Elections	OP10
Licensing Regime	OP9
Regeneration and Planning	

3 Year Improvement Plan Overview	
Integration of Economic Regeneration Activities	OP9, OP10
City Deal	OP1, OP3, OP7
Small and Medium Sized Enterprises (SME) Activity	OP3
Local Development Plan 2	OP1, OP7, OP8
Planning (Scotland) Bill	OP2, OP7
Digital Planning	OP9
Town Centre Regeneration	OP1, OP3, OP7
Collaboration (Roads & Transportation)	
Collaboration and shared strategic management of Roads & Transportation services	OP7, OP9, OP10
Mobile Working	OP9
Sustainable Travel	OP6, OP7
Roads Network / Transport Infrastructure	OP3, OP7, OP9
Capital Projects	
All Services	
Management Restructure	OP9, OP10
Measuring impact on outcomes	OP9
Change Management	OP9
Workforce / Succession Planning	OP10

Corporate Improvement Actions
2019/22

5.1 Corporate Improvement Actions

These actions have implications for the whole Council, or more than one Directorate, not just the Environment, Regeneration and Resources Directorate.

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
CA1	**FMS Review / Replacement**	The current FMS contract has been extended to 2022	Conduct a review to determine whether to further extend the FMS contract or have a transition plan in place	Supplier engagement and discussions with other local authorities by the end of 2019/20.	Review concluded and report approved by CMT/Committee.	Chief Financial Officer	Extension of system – increased revenue costs Replacement of system – potentially significant capital costs	OP9
CA2	**2020/23 Budget**	The Scottish Government has announced that it will set a three year budget covering 2020/23. The Council has no formal plans agreed as yet.	To develop a balanced three year budget that has been approved by Council.	Initial three year budget developed by March 2020. Calculate funding gap by December 2019. Regular meetings of the MBWG and Joint Budget Group	Detailed approved plans setting out how the budget will be balanced. Regular reports to Policy & Resources Committee	Chief Financial Officer	Within existing resources	OP9
CA3	**Integration of Economic Regeneration Activities**	Revised operating model for Regeneration has been approved by Committee	Revised Operating Model fully implemented by July 2019	Internal project Board formed to oversee delivery.	Monitor progress towards the achievement of project milestones.	Corporate Director and Ri	Contained within Council resources	OP3
CA4	**Asset Management Strategy**	The Inverclyde Council Corporate Asset Management Strategy 2016/18 requires to be	The capital asset management plan is updated to fully reflect current position and	A co-ordinated approach will be implemented to update the current	Approval of Corporate Asset Management Strategy at	Head of Legal and Property Services	Contained within existing budget.	OP7 OP9

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		refreshed to reflect the current position.	links to supporting plans which have been developed.	plan by November 2019.	Committee. Implementation of Strategy.			
CA5	**Information Governance**	The Council's Freedom of Information Policy was last formally reviewed in 2011 and, along with procedural guidance, requires to be reviewed and updated to reflect current practice and guidance from the Scottish Information Commissioner in order to improve the quality and response times of FOI responses. A training programme for officers is also needed.	The Council's Freedom of Information Policy and associated guidance to officers is updated.	Freedom of Information Policy and procedures are updated to reflect current practice. Information Management System to manage FOI requests is implemented. A corporate training programme is established. March 2020.	Finalised Freedom of Information Policy and associated guidance and procedures are agreed. Improvement in response times and quality of FOI responses.	Head of Legal and Property Services	Contained within existing budgets.	**OP9**
CA6	**Measuring Impact on Outcomes**	The Audit Scotland Inverclyde Best Value Assurance Report 2017 recommended that the Council needs to set out more clearly the difference it expects to make to outcomes.	Inverclyde Alliance and Inverclyde Council are better able to demonstrate impact on outcomes, at various levels across services and programmes.	Working with experts and other performance management specialists, processes will be developed to better measure impact on outcomes.	In the next Best Value Assurance Report Audit Scotland are assured that Inverclyde is able to demonstrate impact on outcomes for all its children, citizens and communities.	Corporate Director	Within existing resources	OP9
CA7	**Change Management**	Inverclyde Council continues to identify a variety of ways in which to develop and	ERR services have been reviewed and where appropriate redesigned to ensure	Continue to meet regularly and progress specific projects.	Savings are identified through change management process and fed into	Corporate Director supported by Chief Financial	Within existing resources	OP9

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		deliver its services more efficiently. The BVAR recognised the Council's 'Delivering Differently' approach to change management and supported the introduction of 3 Directorate Change Management Groups. 3 Change Management Directorate Groups have been established to review progress on all change projects on a monthly basis. The Group is chaired by the Corporate Director and consists of the DMT plus Finance & HR support. Heads of Service are accountable for promoting change management projects and taking necessary	they are fit for purpose, meet customer's needs and are efficient.	Detailed projects are established. Bimonthly review of progress by the CMT Ongoing work with the Policy and Resources Committee and Members Budget Working Group.	the budget setting process, Change Management Directorate Group meets regularly and delivers Change Programme on time.	Officer Corporate Directors		

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		action to ensure timeous delivery. Progress reports using a RAG status are submitted bimonthly to the Corporate Management Team. Regular updates are presented to the P & R Committee.						
CA8	**Workforce / Succession Planning**	Some parts of the Directorate have a predominantly older workforce that will leave a skills gap upon retiring. In addition, some parts of the Directorate experience recruitment difficulties. A reduction in the overall number of employees in Directorate has resulted in an increased workload for those remaining. There is single person dependency in some areas There is a need to 'grow our own' staff to build skills and	There is a co-ordinated approach to workforce planning. Identification of trainees and apprentices in key areas. The skills gap is met.	Analysis of workforce data. Develop training plans in conjunction with HR&OD. Liaison with colleges and training providers.	Development of traineeships	Heads of Services	Budget to be assessed through discussions with HR	OP9 OP10

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		expertise.						

Cross-Directorate Improvement Actions 2019/22

5.2 Cross-Directorate Improvement Actions

The delivery of these actions will involve more than one service in the Environment, Regeneration and Resources Directorate.

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
CD1	**Management restructure**	The Council has agreed a new management structure for the Directorate. The initial changes took effect from April 2018.	Successful implementation of the new management structure.	Phased implementation of changes. Co-ordination of the change process Service realignment Delivery of Shared Services Phase 1 – March 2020 Phase 2 – post March 2020	The new management structure will be in place.	Corporate Director		OP9 OP10
CD2	**Collaboration and shared strategic management of Roads & Transportation services**	A Shared Services Joint Committee is in place to provide governance. Inverclyde and West Dunbartonshire have appointed a shared Head of Service to strategically manage roads and transportation	A strategy for Roads & Transportation in Inverclyde / West Dunbartonshire which creates resilience and efficiency through collaboration. Completed Strategic Business Cases for wider front line services and subsequent implementation.	Development of strategic across service areas. Fully agreed with Tus and Members in each Council. 31 March 2021	Delivery of service changes approved at Joint Committee and within Councils and implemented.	Head of Roads & Transportation	Within existing budget	OP7 OP9 OP10

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		services in both councils.						
CD3	Channel Shift	The majority of customer transactions still take place through traditional channels, which are more costly.	Move customers away from traditional channels of communication to digital channels such as self-serve and online services.	Improve range of services and systems available online by increasing the number of channels and transactions dealt with via digital routes. Initial projects operational by summer 2019.\n.	Monitoring of channel statistics.\n\nReduced contact from customers through traditional methods such as face to face and telephone and a shift to using electronic forms, reporting and mobile applications.	ICT Manager/ Revenues and Customer Services Manager	Within existing resources	OP9
CD4	City Deal	City Deal key project areas have been identified for:\n\n- Greenock Ocean Terminal\n- Inverkip\n- Inchgreen\n\nOutline Business Cases for both Ocean Terminal and Inverkip were approved initially by the Environment and Regeneration Committee and	Implementation of projects in respect of:\n\n• Inverkip road infrastructure\n• Expansion of the quayside and delivery of a new visitor centre at Greenock Ocean Terminal\n• Inchgreen project	Delivery of business cases for all projects.	Monitor progress towards the achievement of project milestones\n\nReports on progress will be delivered to the City Deal Project Board and the Environment & Regeneration Committee.	City Deal Programme Board	Contained within existing resources	OP1, OP3, OP6

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		thereafter by the City Deal Project Management governance last year. A final business case for Ocean Terminal due for submission in April. Works will commence on site in April in respect of the pontoon and later in the year in respect of the terminal building. A final business case for Inverkip is due by October 2019.						
CA5	**Clune Park regeneration**	A Masterplan for the Clune Park area has been approved by Committee. Long term owner / occupiers and tenants were rehoused a number of years ago. Significant progress has been made on flat acquisitions and	Continue progress towards demolition in the area.	Delivery of the key elements of the masterplan.	Completion of the actions contained within the Masterplan. Monitoring and reporting of progress to Committee.	Head of Service Environment and Public Protection Services	Included in Capital Allocation Earmarked reserves identified	**OP7 OP9**

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		the serving of Housing Orders. Over 90% of the homes are empty.						
CD6	**Contracts – Residual Waste**	A joint contract for residual waste is being developed with West Dunbartonshire and Argyll and Bute Councils for residual waste disposal services.	To have an agreed Memorandum of Agreement in place. A waste management supplier has been identified.	Regular meetings between 3 authorities to achieve agreement Agreed route to market 31 March 2020	Successful bids delivered through procurement exercise	Head of Service Environment and Public Protection	Subject to approval and outcome of bid	OP9
CD7	**Mobile working**	Services are largely office based reporting to office to close tasks etc.	Introduction of handhelds/PDAs to support more efficient reporting and task management.	Liaise with IT on the development of a business case 31 March 2020	Business case reported and implementation of recommendations	Head of Roads Services	Budget requirement to be assessed as part of the overall Business Case	OP9

Service Improvement Actions
2019/22

5.2 Service Improvement Actions

These actions will be carried out by specific Services in the Directorate.

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
Environment and Public Protection								
EPP1	**HEEPS (Home Energy Efficiency Programmes for Scotland)**	IC successfully sourced funds from Scottish Government (SG) – Home Energy Efficiency Programme Scotland – Area Based Schemes (HEEPS ABS) In 2017/18, £1,225,259 funding was received from the Scottish Government.	Increase energy efficiency in homes across Inverclyde through the continued delivery of HEEPS. Achieve successful bids in future years. Have in place an agreed plan with RSLs.	Delivery of the key areas of the HEEPS plan Collaborative working Full spend of allocated funding Year 1 - 31 March 2020	There is an overall increase in home energy efficiency across all tenures. Programme is annually funded. Regular programme / progress meetings with the Council's delivery partner the Wise group and RSLs. Delivery of energy efficiency measures to homes is monitored.	Head of Service	Dependant on external SG funding allocation.	OP4 OP6 OP9
EPP2	**Depot Rationalisation**	A timescale for a move to joint depot at Pottery Street has been developed.	The workforce is in place at Pottery Street depot.	Implementation of project plan. Keep employees	Teams are in place and the current issues have been	Head of Service	Within existing budgets	OP9 OP10

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		A Project Team is developing plans.	Greater efficiency has been achieved. Better integration of the service workforce.	appraised of developments. Regular project team meetings. 31 March 2020	addressed			
EPP3	**Strategic Housing Investment Plan (SHIP)**	The Council has an approved Strategic Housing Investment Plan for the period 2019/20 – 2023/24.	RSLs are supported to increase new housing provision in the area.	Regular programme meetings with RSLs and Scottish Government 31 March 2021	Increase in the number of good quality, affordable homes that meet the needs of our residents	Head of Service	Funding of the SHIP programme is direct from Scottish Government to RSLs.	OP4 OP6 OP7
EPP4	**Environmental Capital Projects**	Capital projects have been identified and are progressing for the following: - Crematorium - Cemeteries - Vehicle Replacement Programme - Kirn Drive	Environmental capital projects have been delivered on time and on budget.	Effective project management. Project management meetings to review progress. Ongoing over years 1 and 2.	Capital update reports to Committee. Capital projects are delivered on time and within budget.	Head of Service	Included in Capital Allocation	OP9
	Shared Services – Roads							
SSR1	**Sustainable Travel**	An Active Travel Strategy is in place.	There is increased access to active and sustainable travel. Identify external funding opportunities e.g.	Implementation of the actions in the Active Travel Strategy. 31 March 2020	Regular reports to Committee on active travel.	Head of Service	Within existing budget Maximising funding opportunities	OP6 OP7

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
			Sustrans					
SSR2	**Roads Network / Transport infrastructure**	Roads Asset Management Plan approved and being delivered. Local Transport Strategy approved (but now out of date).	Improvement in the road network safety and condition in line with RAMP. Support economic growth by rolling forward the Local Transport Strategy across Inverclyde and West Dunbartonshire Councils. Access to relevant funding to support strategy.	Delivery of key projects against plans. Structured collaboration with West Dunbartonshire Council combined with appropriate project management. 31 March 2021	Growth targets supported and delivered. Regular reports to Committee.	Head of Service	Within existing budget Maximising funding opportunities where possible	OP3 OP7 OP9
SSR3	**Roads**	Roads capital programme has been identified and approved by Committee	Delivery of programme within existing budget and timescale	Regular team meetings and updates Regular budget monitoring against projects Year 1	Capital update reports to Committee Projects delivered on time and within budget	Head of Service	Within existing budget	OP7 OP9

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
			Regeneration and Planning					
RP1	**SME Activity** a) **Development** b) **Supplier development**	The Business Gateway contract is in place to provide advice and guidance to new and existing businesses in Inverclyde.	Maintain or grow the existing company base. Increase level of local government participation for local businesses.	Support local businesses through contract and direct intervention	Business base is maintained at existing levels or has grown. Monitoring of performance through reporting to Committee.	Head of Regeneration and Planning	Within existing resources	OP3
RP2	**Local Development Plan 2**	The Local Development Plan was submitted to Scottish Ministers for examination in November 2018. The Examination Report is expected summer 2019.	Local Development Plan is adopted.	Establish project milestones. Participation in formal process. August 2019	Monitor progress towards the achievement of project milestones.	Head of Regeneration and Planning	Contained within existing resources	OP1 OP7 OP8
RP3	**Planning (Scotland) Bill**	The Planning (Scotland) Bill completed stage 2 in November 2018. Await the passing of the Bill in its final format.	Settled position with implementation.	Staff resource required regarding community awareness.	Monitor progress towards the achievement of project milestones	Head of Regeneration and Planning	Contained within existing resources	OP7
RP4	**Digital Planning**	Awaiting outcome of the findings of the Digital Taskforce's Digital Strategy for Planning	Government policy is fully implemented.	Establish project milestones.	Monitor progress towards the achievement of project milestones	Head of Regeneration and Planning	Contained within existing resources	OP7
RP5	**Town Centres**	A number of significant challenges are faced by	Town centres are sustainable	Resource allocation	Reduced level of void rates	Head of Regeneration	Contained within existing	OP3

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		our town centres in Inverclyde which threatens their future viability.				and Planning	resources	
Finance								
FIN1	**Welfare Reform – Employees**	Universal Credit Service is being rolled out which has resulted in a reducing Housing Benefit caseload. Managed migration is on hold. The Social Security Scotland Agency has been launched.	There is an adequately resourced Benefit and Customer Service Team in place. The service has effective joined up working with Social Security Scotland Agency and other key partners.	Communication with employees and Trades Unions. Regular updates to the Policy and Resources Committee. Effective communication with partners will be achieved through the forum of the Welfare Reform Project Board and Financial Inclusion Partnership. Proposals as part of the 2020/23 Budget.	Performance targets are met and a stable workforce is retained.	Revenues and Customer Services Manager	Within existing resources	**OP4 OP9 OP10**
FIN2	**Collaboration – Non-domestic rates**	The service is in the early stages of discussions with Glasgow City Council regarding collaboration for non-domestic rates.	Improved resilience and improved customer service for NDR delivery.	NDR collaboration operational by 2020.	Option appraisal is complete. Committee approval received.	Chief Financial Officer	Within existing resources	OP9

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
FIN3	**Cloud Migration Strategy**	The majority of current systems are 'on premises'. A review of systems is required.	The review is complete and the recommendations arising from it have been implemented.	Engagement with suppliers and other local authorities.	Approved strategy by December 2019	ICT Manager	Within existing resources	OP9
Legal and Property								
LPS1	**Partnership working**	The service works in partnership with the Council and HSCP to deliver on a wide range of strategic priorities e.g. - Clune Park - AMP refresh - SEMP completion - 1140 hours for early learning and childcare - City Deal - Community Empowerment - Health and Social Care Integration - SCAI - Vulnerable children and adults Partnership working currently is reactive.	Partnership working is planned and roles and expectations are clear.	Develop SLAs with the relevant services Timescale:	SLA(s) are complete and approved by relevant partners	Head of Legal and Property Services	Within existing resources	OP10

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
LPS2	**Elections**	The service has the responsibility for the management and delivery of national and local elections.	An Election Team is identified with responsibility for planning / arrangements to deliver the local government election in 2022.	Develop succession planning to ensure that an Election Team is in place to deliver the required actions.	Successful completion of the Local Government Election 2022.	Head of Legal and Property Services	Within existing resources	OP10

6.   Environment, Regeneration and Resources Directorate Performance Information

Key Performance Measures	Performance				Target 2019/20	Lower limit/alarm	2017/18 Rank/national average (where available)
	2015/16	2016/17	2017/18	2018/19			
Council Tax – In year collection level	95.1%	95.3%	95.5%	95.7%	95.5%	93.7%	24th (LGBF)
Speed of processing changes in circumstances to Housing Benefit	5 days	4 days	4days	3.74 days	4 days	6 days	
Speed of Processing new claims for Council Tax Reduction (From November 2016)	N/A	36 days	30days	33days	34 days	37 days	
CSC – Abandoned Calls - Revenue - General	N/A N/A	23% 7%	25% 7%	18% 7%	20% 7%	25% 10%	
Percentage of invoices sampled that were paid within 30 days	96.5%	96.6%	96.6%	95.86%	97.13%	95.5%	1st (LGBF)
ICT Service Delivery Corporate Incident SLA Attainment	93.3%	96.74%	90.38%	Data is being collected	95%	85%	
ICT Schools Service Delivery Schools Incident SLA Attainment	82.4%	90.0%	91.30%	Data is being collected	95%	85%	
Category 1 Potholes – Make safe/repair within 24 hours of identification	88%	94.3%	100%	100%	90%	85%	
Category 2 Potholes – Make safe/repair within 7 days of identification	91%	74.5%	98.6%	92.8%	80%*	75%	
Street Lighting Failed Dark Lamp	91%	89%	85.6%	Data is being collected	92%	87%	
Waste Recycling (households)	54%	53%	57%	Data is being collected	50%**	47%	5th (LGBF)
Number of Business/Property Assists	20	28	27	Data is being	25	15	

Key Performance Measures	Performance				Target 2019/20	Lower limit/alarm	2017/18 Rank/national average (where available)
	2015/16	2016/17	2017/18	2018/19			
				collected			
Percentage of all planning applications decided in under 2 months	89%	90%	88%	80.5%	90%	80%	
Percentage of householder planning applications decided in under 2 months	99%	95%	96%	90%	95%	90%	
Percentage of building warrants assessed within 20 working days of registration	99%	100%	97%	Data is being collected	95%	90%	

** Scottish Government Recycling Target – Service performance is expected to exceed this.

7. *Appendix 1: Strategic Planning Priorities*

SHANARRI Wellbeing Indicator	
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.
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.
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.
Nurtured	Having a nurturing place to live and learn, and the opportunity to build positive relationships within a supporting and supported community.
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.
Respected and Responsible	Respected and share responsibilities. Citizens are involved in decision making and play an active role in improving the community.
Included	Overcoming social, educational, health and economic inequalities and being valued as part of the community.

IOIP Strategic Priority	Ref
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	SP1
There will 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	SP2
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.	SP3

Corporate Plan Organisational Priority	Ref
To promote Inverclyde to both residents and visitors alike, as a great place to live, work and visit	OP1
To work collaboratively to enable strong, connected and empowered communities, particularly in areas of deprivation, so that residents have influence and control over the things that matter to them	OP2

To grow our local economy in a way that creates opportunities for all our residents, including access to good quality jobs.	OP3
To reduce the prevalence of poverty in our communities, with a particular focus on reducing child poverty	OP4
To safeguard, support and meet the needs of our most vulnerable families and residents.	OP5
To improve the health and wellbeing of our residents so that people live well for longer.	OP6
To protect and enhance our natural and built environment	OP7
To preserve, nurture and promote Inverclyde's unique culture and heritage	OP8
To deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources	OP9
To develop motivated, trained and qualified employees who deliver quality services that meet the current and anticipated service needs	OP10

8. Appendix 2: Risk Register

Corporate Directorate Improvement Plan: Environment Regeneration and Resources				Risk Status as at 31/3/19 for 2019/22 Activity						
Risk category: Financial (F), Reputational (R), Legal/Regulatory (LR), Operational/Continuity (OC)										
Improvement action	Risk no	Risk category	*Description of risk concern	Impact rating (A)	L'hood rating (B)	Quartile	Risk score (A*B)	Who is responsible? (name or title)	Additional controls/mitigating actions and time frames with end dates	
All	1	F	There is a risk that as resources have been reduced and as more central direction is given on priorities that the Directorate may not be able to deliver actions within the resources outlined thus slowing down improvement delivery	2	3	2	6	DMT	Regular review of capacity and priorities via CDIP reports to Committee. Financial Budget has been set for	
All	2	F R LR OC	The ability to retain and/or recruit suitably qualified staff into key roles may impact on the delivery of actions detailed within the Directorate Plan.	3	3	1	9	DMT	Regular review of capacity and priorities via CDIP reports to Committee.	
FIN1-FIN3	3	LR	There is a risk that the pace of changes within Revenues and Customer Services will change due to external factors thus leading to abortive work, duplication and uncertainty for customers and employees	3	3	1	9	CFO/ Revs & Customer Services Manager	Regular attendance at external briefings via COSLA /Professional Groups etc and sharing information with peers.	

Inverclyde
council

Report To:	**Policy & Resources Committee**	**Date:**	**21 May 2019**
Report By:	**Ruth Binks,** **Corporate Director, Education, Communities and** **Organisational Development**	**Report No:**	**HR/08/19/LMcV**
Contact Officer:	**Louise McVey,** **Corporate Policy, Performance and Partnership Manager**	**Contact No:**	**01475 712746**
Subject:	**Local Child Poverty Action Report**		

1.0 PURPOSE

1.1 The purpose of this report is to present the Committee with the draft Inverclyde Local Child Poverty Action Report (LAR).

2.0 SUMMARY

2.1 Under the Child Poverty (Scotland) Act 2017 there is a requirement for all local authorities and relevant Health Boards across Scotland to reduce child poverty. The Act sets out four national statutory income based targets to be achieved by 2030. The four targets are:-

- Less than 10% of children are in relative poverty
- Less than 5% of children are in absolute poverty
- Less than 5% of children are in combined low income and material deprivation
- Less than 5% of children are in persistent poverty

Currently there are no local level statistics to compare with the targets above. This has been raised and discussed with the National Partners (SPIRU and Improvement Service).

2.2 The Act requires that each local authority and relative NHS Health Board must jointly prepare annual Local Child Poverty Action Reports (LARs). The first report will cover the financial year 2018/19. These annual reports must set out the activity undertaken during the reporting period and those planned going forward to meet the 2030 targets. The report requires to be submitted to the Scottish Government by 30 June 2019.

2.3 Child poverty is a significant issue for a large number of families in Inverclyde. In recognition of this, funding has been allocated to some actions included within the LAR to specifically develop strategies and implement projects with the aim of reducing child poverty in Inverclyde.

2.4 It is recognised that a multi-agency approach is required in order to tackle poverty, and partners delivering activities at a local level to tackle Child Poverty must be involved in the forward planning element. To facilitate this, an Inverclyde Child Poverty Action Group has been established. Membership of the group is shown in 5.2 of this report.

2.5 The Inverclyde Child Poverty Action Group has agreed that the Inverclyde LAR should focus on a small number of set themes. Each theme provides an overview of current service provision and what is planned for the year ahead. Appendix 1.

2.6 The draft Inverclyde LAR Report 2018/19 is provided for the consideration and approval of the Committee in Appendix 1.

2.7 Within the LAR, funding is detailed for approval for two projects totalling £93,706, which will

aim to mitigate child poverty. This includes S4 pupil apprenticeships (page 26) and Cost of the School Day training (page 30).

3.0 RECOMMENDATIONS

3.1 It is recommended that the Policy & Resources Committee:

a. Approves the funding detailed within the draft Inverclyde Local Child Poverty Action
b. Report.
    Approves the LAR Report 2018/19 and notes that this will be submitted to Scottish Government on 30 June 2019.

Ruth Binks, Corporate Director
Education, Communities and Organisational Development

4.0   BACKGROUND

4.1   The Fairer Scotland Strategy sets out a vision to ensure that Scotland is the best place in the world to grow up. To realise this outcome, it is committed to eradicating child poverty. Evidence suggests that poverty can undermine the health, wellbeing and educational attainment of children who experience it. A 2013 study found that child poverty in the UK cost at least £29 billion a year.

4.2   **Child Poverty (Scotland) Act 2017**

This legislation sets out a clear agenda for measuring, reporting on and reducing child poverty levels across Scotland. There are a number of statutory requirements which are set out below:

- Four statutory national **income** targets, to be met in the financial year beginning 1 April 2030.
- Places a duty on local authorities and health boards to report annually on activity taken, as well as planned action to contribute to the reduction of child poverty by 2030.
- Four **interim income** targets, to be met by Scottish ministers in the financial year beginning 1 April 2023 and 2026.
- Places a duty on Scottish ministers to publish child poverty delivery plans in 2018, 2022 and 2026, and to report progress towards meeting the 2030 targets.
- To report on delivery plans annually.
- The creation of a Poverty and Inequality Commission to be established from 1 July 2019 with functions related to the child poverty national reduction targets.

Scotland is now the only part of the UK with statutory targets to reduce child poverty.

5.0   DEVELOPING INVERCLYDE'S LAR

5.1   The range, role and collaborative engagement with partners delivering activities at a local level to tackle child poverty must be reflected in the LAR. In addition, partners delivering these activities must also be involved in the forward planning element.

5.2 To facilitate this, an Inverclyde Child Poverty Action Group has been established with the following leads:-

Designation	Service
Corporate Director	Education, Communities and Organisational Development
Corporate Policy Officer (Poverty)	Corporate Policy
Service Manager	Children's Specialist Service
Children's Planning and Improvement Officer	Children & Families
Manager	Corporate Policy, Performance and Partnership
Principal Benefits and Customer Services Officer	Finance
Service Manager	Children & Families
Team Leader	Public Health and Housing
Head of Inclusion, Culture and Communities	Inclusion, Culture and Communities
Quality Improvement Officer, Early Years	Education
Head of Organisational Development, Policy and Communications	Organisational Development, Policy and Communications
Service Manager	Community Learning & Development, Community Safety and Resilience
Acting Head of Education	Education
Implementation Lead	CELCIS
Health & Wellbeing and Poverty Linked Initiatives Officer	Education
Chief Executive Officer	CVS
Operations Manager	The Trust Employability Service
Service Manager	Strategy and Support Services
Service Manager	Primary Care, Public Health & Equalities
Project Manager	Scottish Attainment Challenge

5.3 The Inverclyde Child Poverty Action Group has agreed that the Inverclyde LAR should focus on a small number of set themes. Each theme provides an overview of current service provision and the work that is planned for the year ahead

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	£93,706	n/a	n/a

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

6.3 Legal: The Child Poverty (Scotland) Act places a legal requirement on Councils and NHS Health Board to produce a Local Child Poverty Action Report.

6.4 Equalities: EIA can be found in Appendix 2 of this report.

6.5 Repopulation: A reduction in poverty levels will improve the quality of life for many residents in Inverclyde. Improved satisfaction levels may encourage more young people to stay in the area and may make Inverclyde a more attractive place for those considering moving to the area. Repopulation remains a key priority within the Inverclyde Outcomes Improvement Plan.

6.6 Inequalities: Inequalities and poverty are inextricably linked therefore reducing poverty will have an impact of reducing inequalities in the area.

7.0 CONSULTATION

7.1 n/a

8.0 CONCLUSION

8.1 The Local Child Poverty Action Report is presented for the funding approval of the Policy & Resources Committee.

9.0 LIST OF BACKGROUND PAPERS

9.1 None

APPENDIX 1

Inverclyde

Local Child Poverty Action Report

2018/19

<u>DRAFT</u>

CONTENTS

Foreword

We are pleased to introduce the first Inverclyde Child Poverty Action Report.

Inverclyde is an area with many strengths and a great deal to be proud of, however there are communities where levels of poverty and inequality are disproportionately high. Too many children in Inverclyde are currently living in poverty and experiencing poorer outcomes as a result of this. Urgent action is needed now, both to help these children and to prevent future generations of children growing up in poverty.

Poverty however is multi-dimensional in nature and one organisation alone cannot deliver the change that is required to tackle its root causes. Collaboration is essential to bring resources, knowledge and expertise together that can make lives better for those children and young people in our communities experiencing the greatest inequalities.

That is why, to inform the development of this Inverclyde Local Child Poverty Action Report, we held a dedicated Inverclyde Child Poverty Event 'Every Child, Every Chance' in October 2018. This event was the first of its kind locally and was attended by more than 100 representatives from across the public and the third sectors. It provided an invaluable opportunity to learn more about the drivers of poverty, to discuss the particular issues prevalent in our communities and to forge closer professional relationships. The event was a great success and provided a robust platform on which to develop this Inverclyde Child Poverty Action Report.

We know that poverty is not inevitable and we are committed to working together, sharing our learning and developing new ways of working in order to deliver improved outcomes and life chances for the children and young people of Inverclyde.

Aubrey Fawcett   **Jane Grant**
Chief Executive   **Chief Executive**
Inverclyde Council   **NHS Greater Glasgow and Clyde**

Executive Summary

Just over 1 in 4 children in Inverclyde is living in poverty, increasing to 1 in 3 in some of our communities. Partners in Inverclyde recognise that child poverty and deprivation limits opportunities and choice and that by tackling child poverty; alleviating the financial strain on low income households and improving the living standards of families in poverty, we will help to improve outcomes for our children and young people and create thriving, sustainable communities across Inverclyde. In doing this, we will achieve our vision of 'Getting it right for every child, citizen and community'.

This Inverclyde Local Child Poverty Action Report sets out what actions Inverclyde Council and NHS Greater Glasgow and Clyde, along with partners, will take to reduce child poverty in Inverclyde. The report sets out what we have done in the past year and what we plan to do in the year ahead.

The diagram below provides an overview of the local actions for delivery within this Inverclyde Child Poverty Action Report and how they link to the national drivers of poverty:

Income from Employment	*Cost of Living*	*Income from Social Security and Benefits in Kind*
The Scottish Attainment Challenge	Reduce Cost of School Day	Implementation of automated payments
The Employability Pipeline	Holiday lunch club provision for families	Change in eligibility criteria for free school meals, school clothing grants
Training / Apprenticeships for school pupils	Food provision for residents in need	Maximise income for eligible residents
SAMH Individual Placement Support service (IPS)	Eradicating period poverty	Roll out of the Best Start Grant
	Increase the supply of affordable housing	Credit pupils in receipt of free schools meals to purchase food during holidays
	Tackling Fuel Poverty	Ensure families can access support from Social Prescribing Practitioners

In developing this Child Poverty Action Report we have looked at what we know is working, sharing our learning and developing approaches, however radical, to doing things differently to tackle the poverty and inequalities that exist in our communities.   The initiatives described below are intended to provide a flavour of the work that is being taken forward in Inverclyde to tackle child poverty.

Implementation of Automated Payments

We have identified that the application process for school clothing grants, free school meals and EMAs can act as a barrier to some families, resulting in them not claiming what they are entitled to.   Work is currently being carried out to explore how information currently held by Council Tax for Council Tax reduction purposes can be used to provide automated payments to those eligible families, to ensure that they receive these benefits without the additional requirement to complete the application forms.

Income Maximisation for pregnant women and families with children

NHS Greater Glasgow and Clyde received £63,750 in 2018/19 for the enhancement of referral pathways into income maximisation for pregnant woman and families with children. Specifically, this money will be used to:

- Create local capacity in Health Board areas to establish or enhance referral pathways;
- Plan and delivery of training on child poverty, money matters and referral pathways for universal maternity and health visiting workforce;
- Develop formal referral pathways; and
- Negotiate additional capacity with local advice services.

Inverclyde Council has been allocated £2,704 of this funding and Child Poverty Action Group will use this to deliver input to midwifery, family nurse and health visiting staff around maternity and other benefits.

Cost of the School Day

'Cost of the School Day' awareness raising sessions have been carried out with the Head Teaches of all Inverclyde schools. As a result, new projects and initiatives have been adopted by local schools to reduce the cost of the school day, including:

- The purchase of additional PE kits to increase participation and allow children to exercise in comfort;
- Uniform swaps / banks;
- A reduction in the number of non-uniform days with no set donation;
- A reduction in fundraising events; and
- Offers of support for school trips to ensure opportunity for all.

The next stage will be to train local 'Cost of the School Day Champions' who will work to raise awareness amongst staff, parents and carers within the school community.

Introduction

Under the Child Poverty (Scotland) Act 2017 there is a requirement for all local authorities and relevant Health Boards across Scotland to reduce child poverty. The Act sets out four national statutory income based targets to be achieved by 2030. The four targets are:-

- Less than 10% of children live in households that are in relative poverty
- Less than 5% of children live in households that are in absolute poverty
- Less than 5% of children live in households that are in combined low income and material deprivation
- Less than 5% of children live in households that are in persistent poverty

The Act requires that each local authority and relative NHS Health Board must jointly prepare annual Child Poverty Local Action Reports (LAR's). The first report will cover the financial year 2018/19. These annual reports must set out the activity undertaken during the reporting period and those planned going forward to meet the 2030 targets.

The direct drivers of poverty fall in to 3 main categories:-
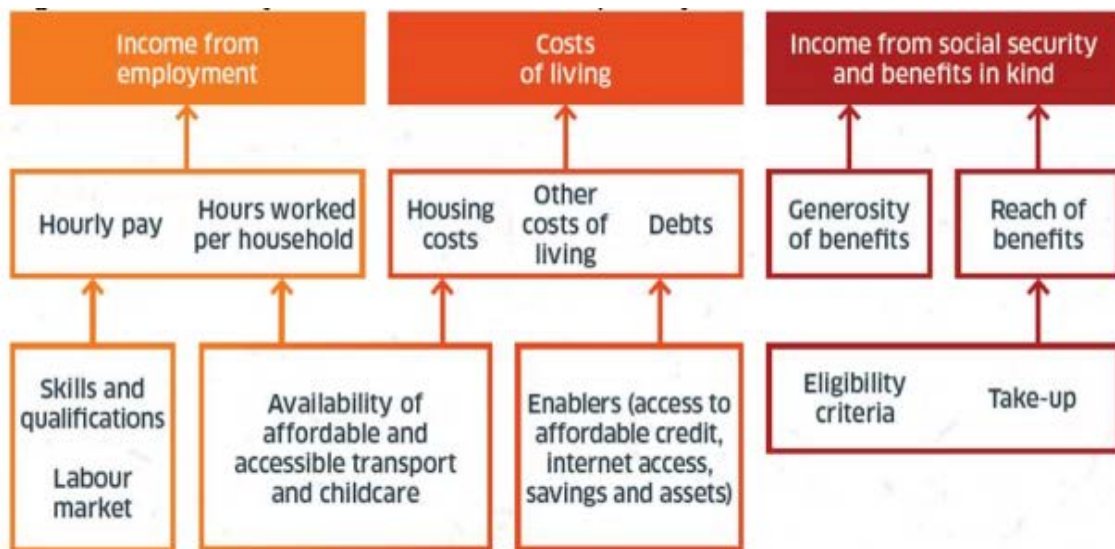
How the risk of child poverty varies between different groups

Child Poverty in Inverclyde

Inverclyde's population in 2017 was estimated to be 78,760. Just under one fifth, (19.4%) of the population is aged 18 years or younger. The age breakdown is shown in the graph below.

Inverclyde's children and young people population by age group
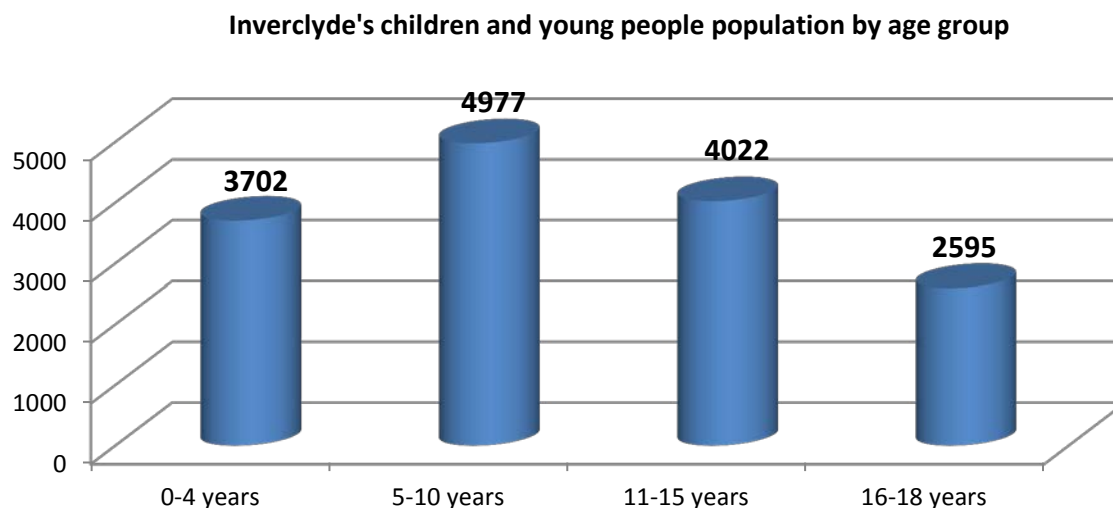
Source: NRS, Mid-year population estimates, 2017

According to poverty figures published by End Child Poverty, Inverclyde has the sixth highest level of child poverty in Scotland, after housing costs. It is estimated that just over 1 in 4 (25.7%) children and young people in Inverclyde are living in poverty.

Comparison of child poverty levels across Scottish LA areas, 2017
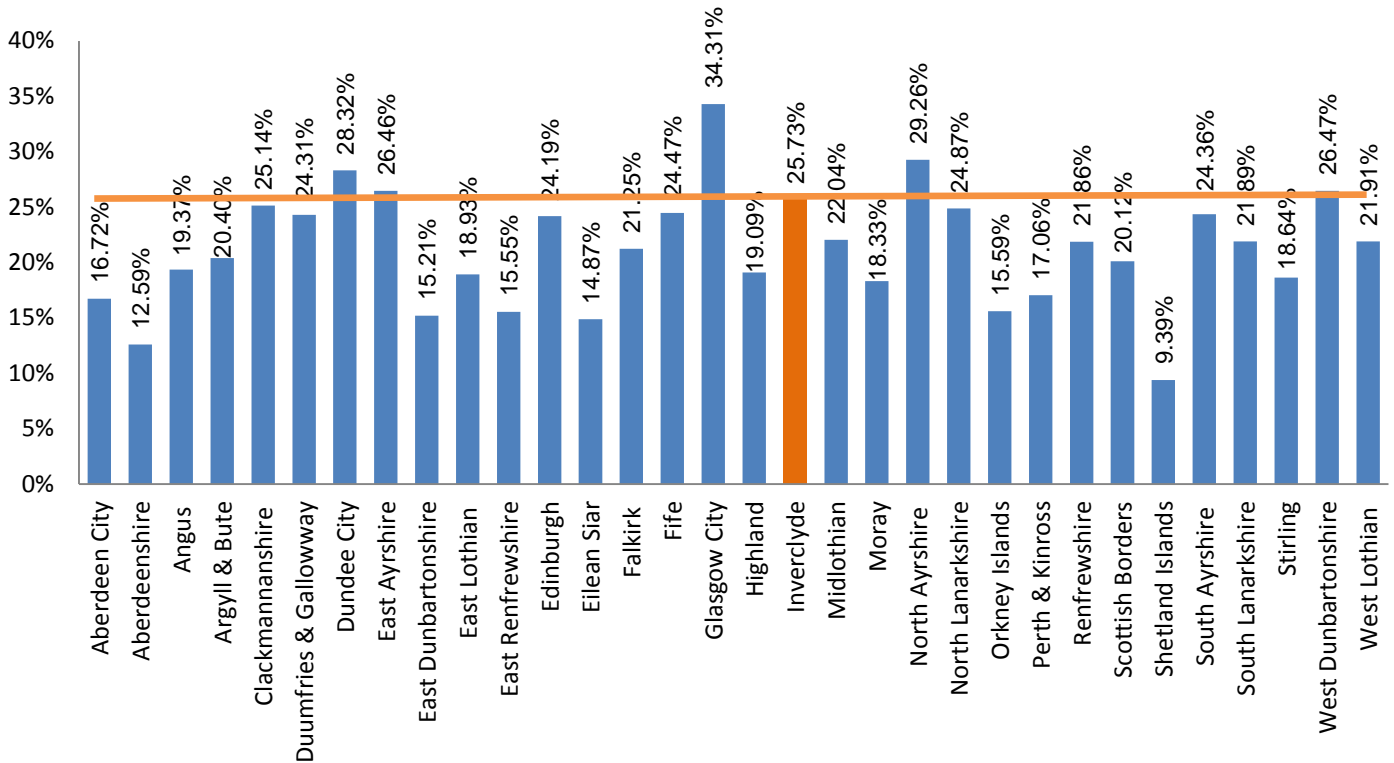
Source: End Child Poverty, published January 2018

However, poverty levels vary significantly across the authority. The graph below shows that in Inverclyde East Central, child poverty levels rise to almost 1 in 3 children and young people.

Child Poverty levels in Inverclyde (after housing costs)
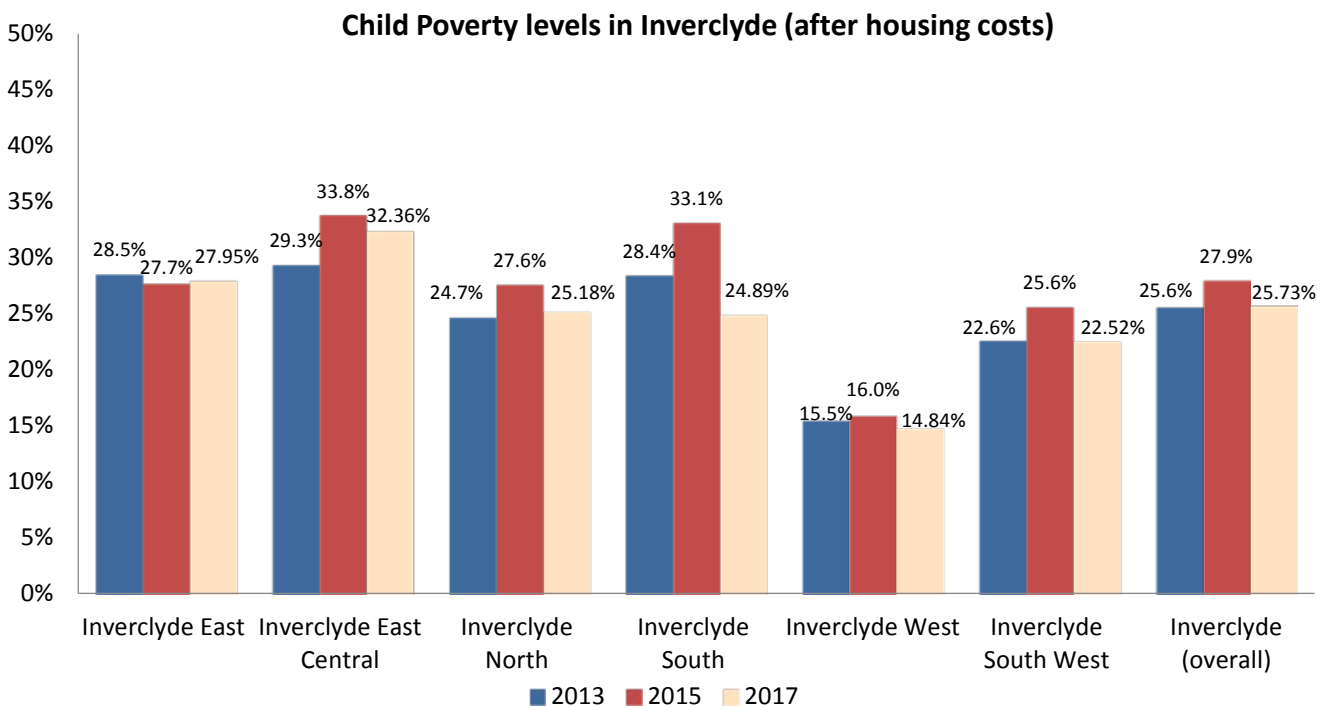
(n.b ward boundaries as of 2013)

The Attainment Challenge

Differences in educational attainment can be a consequence of poverty but can also drive it too. It has been recognised nationally that there is a clear and persistent gap in attainment between pupils living in Scotland's most and least deprived areas. Educational attainment affects employment prospects later in life and in turn, the risk of future poverty. Children who achieved higher qualification levels increase their probability of being employed and having access to increased earnings.

The Scottish Attainment Challenge was launched by the Scottish Government in February 2015 with a focus on improving outcomes in literacy, numeracy and health and wellbeing for children from disadvantaged backgrounds.

Inverclyde was one of the first attainment challenge authorities in Scotland. This funding has been used to implement proven interventions designed to improve outcomes for children, and their families, including:

- increasing leadership at all levels, including parents and children;
- further strengthening links with third sector partners, including Barnardo's;
- embedding nurture across the education system; and
- supporting the skilled understanding and use of data for improvement.

The graph below shows that just under half of all pupils in Inverclyde schools live in the areas of highest deprivation categorised as SIMD 1 and 2. This is well above the national average. Moreover, Inverclyde has more than twice the national average number of pupils living in SIMD 1.

Percentage of pupils on the local authority roll in September 2016 living within SIMD deciles 1 (most deprived) to 10 (least deprived), all sectors.
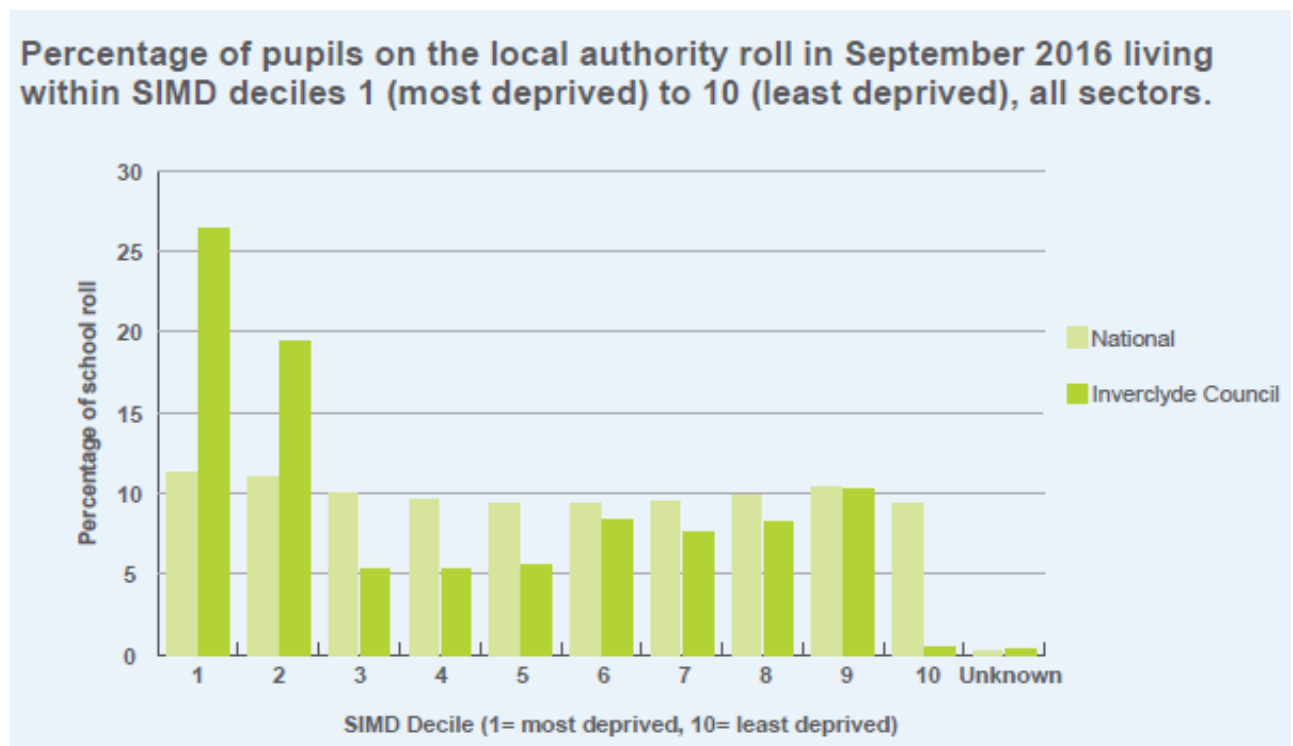
Locality Planning

Partners have recognised that there are particular communities in Inverclyde that suffer from higher levels of multiple deprivation and experience the greatest inequalities and therefore require targeted support and attention.

The Inverclyde Alliance is currently developing its approach to locality planning in Inverclyde and has produced Locality Plans for three areas in Inverclyde which experience the greatest level of inequality and deprivation.

Inverclyde has committed to developing these plans with communities, co-producing them using asset based community development. Work with communities has been going on via Aspiring Communities funded activity and is being used to inform the Locality Plans for Port Glasgow, Greenock East and Central and Greenock South and South West. This is in addition to the large scale community engagement programme 'Our Place, Our Future' which informed the Inverclyde Outcome Improvement Plan, and the responses from that have been broken down into the localities.

Developing our Local Child Poverty Action Report

Tackling child poverty, alleviating the financial strain on low income households and improving the living standards of families in poverty is key to improving outcomes for future generations and creating thriving, sustainable communities across Inverclyde.

Research has shown that childhood experiences have a strong bearing on a child's prospects in adulthood. Children that have grown up in poverty have a much higher likelihood of having poorer experiences than those who have grown up in better off households.

The Scottish Public Health Network report 'Polishing the Diamonds', Addressing Adverse Childhood Experiences (ACEs) in Scotland highlighted that ACEs have been shown to be related to deprivation with the experience of four or more ACEs being reported by 4.3% in the least deprived quintile and 12.7% in the most deprived quintile. ACEs and particularly childhood abuse and neglect are linked to poverty in adulthood.

- ### Inverclyde Child Poverty Action Group (CPAG)

Poverty is multi-dimensional, many people move in and out of poverty during the course of a year or over their lifetime, while a minority are in poverty for longer periods of time. Levels of poverty also vary, from people who are just under the poverty threshold to those who are in severe poverty or destitute and struggle to acquire the basic necessities of life. A partnership approach is essential to ensure that we develop a holistic approach locally to tackling poverty. Partnership working also has the benefit of collaborative gain, where we can achieve more than the sum of our parts.

Recognising this, we have established an Inverclyde Child Poverty Action Group, encompassing a wide range of partners:

Designation	Service
Corporate Director	Education, Communities and Organisational Development
Corporate Policy Officer (Poverty)	Corporate Policy
Service Manager	Children's Specialist Service
Children's Planning and Improvement Officer	Children & Families
Manager	Corporate Policy, Performance and Partnership
Principal Benefits and Customer Services Officer	Finance
Service Manager	Children & Families
Team Leader	Public Health and Housing
Head of Inclusion, Culture and Communities	Inclusion, Culture and Communities
Quality Improvement Officer, Early Years	Education
Head of Organisational Development, Policy and Communications	Organisational Development, Policy and Communications
Service Manager	Community Learning & Development, Community Safety and Resilience
Acting Head of Education	Education
Implementation Lead	CELCIS
Health & Wellbeing and Poverty Linked Initiatives Officer	Education

Designation	Service
Chief Executive Officer	CVS
Operations Manager	The Trust Employability Service
Service Manager	Strategy and Support Services
Service Manager	Primary Care, Public Health & Equalities
Project Manager	Scottish Attainment Challenge

An essential element in reducing child poverty in Inverclyde is effective engagement with those coping with the challenges of living in poverty. By developing a greater understanding and raising awareness across partners of the causes and effects of poverty, we can deliver services in a more targeted way as well as enhance the service that we are providing. Most importantly of all, it will ensure that the voices of those that are experiencing poverty are being heard.

Strengthening and building on the engagement that has already taken place is a key priority for the Inverclyde Child Poverty Action Group and we are currently looking at the best ways to develop our community engagement further.

- **Inverclyde Child Poverty Event 'Every Child Every Chance'**

The Inverclyde Child Poverty Event 'Every Child, Every Chance' was the first event locally where services and organisations came together as a whole to discuss how together, we can work to eradicate child poverty.

The event was attended by 103 people from various Services, organisations and the 3rd Sector. Of those attending, 26% of participants were from Inverclyde Council (Education Services); 17% from other Services within Inverclyde Council and 15% of participants were from the HSCP. The remainder of participants, 42%, were from the 3rd Sector.

The event was a success for Inverclyde, providing participants with the opportunity to gain an insight into the requirements for the Local Action Report, providing networking opportunities with other Agencies/Services and increasing the knowledge and understanding of participants as to what services are available that can support families living in poverty. An evaluation of the event was carried out which showed that it was positively received.

- **Clyde Conversations 3**

The third annual Inverclyde 'Clyde Conversations' event, which is an event solely for our young people in secondary schools took place in February 2018, with a follow up event in November 2018. Clyde Conversations is planned and co-delivered by the young people of Inverclyde, including agreeing a series of workshops to enable young people to have the opportunity to take part in decisions that affect their lives. The focus of the workshops was:

- Mental Health
- Career & Job Prospects
- Alcohol & Drugs
- Pupil Voice
- Hate Crime
- Sexual Health
- Young People's Reputations

83 young people from across Inverclyde secondary schools attended the event. A number of actions emerged from the event and these will be taken forward by partners.

- **Our Place Our Future**

As part of the development of the Inverclyde Outcomes Improvement Plan, an Inverclyde-wide conversation was generated by the Our Place Our Future survey.

This survey used the Place Standard tool and delved into a wide range of themes that affect an individual's overall health and wellbeing, from streets and spaces, to work, care, housing and local amenities. The first phase was coordinated and delivered by community planning partnership, the Inverclyde Alliance, with funding support from the Big Lottery Fund Awards for All Scotland.

1,310 people completed the main survey and an additional 83 young people responded to an adapted survey featuring some of the same questions. This represents 1.75% of the total population of Inverclyde and is the highest number of respondents Inverclyde Alliance has ever had to an engagement process.

Results have been segmented down to locality level to provide the partnership with a greater understanding of the issues that are affecting residents in their communities and what changes residents would like to see in their area.

- **Young People's Health and Wellbeing Survey**

You can find information on all of the above on the Inverclyde Council website:

(insert link once published)

NHSGGC Child Poverty Leads Network

In December 2017, NHS Greater Glasgow and Clyde established a pan-GGC child poverty action co-ordination network. The purpose of the network is to co-ordinate board-wide corporate/acute service NHS action to reduce child poverty with local-partnership strategies and reports and to provide a forum for sharing evidence and learning across NHS GGC's six partner local authority areas. The network, is chaired by NHSGGC's Lead for Child Poverty, meets three times per year and involves senior maternity and children services staff, child poverty leads from each of the health board's six partner local authorities and health and social care partnerships,

Glasgow's Child Poverty Co-ordinator and representation from the Glasgow Centre for Population Health. Outputs include a development session sharing local successes – including description of automation of local authority provided benefits – a best practice guide and local child poverty data resource. The network links into NHS GGC's Maternal and Child Health Strategy, Health and Employment, HR and Equalities and Financial Inclusion committees and reports to the Board Public Health subcommittee. **Appendix 3** details NHS child poverty actions undertaken in the main at a pan-GGC level.

Resources

It is anticipated that cost of some of the projects in our delivery plan will be met from existing resources. Where indicative costs have been identified, these are noted in the plan. Opportunities to access external funding streams will also be explored where appropriate.

Equality Impact Assessment

You can find the equality impact assessment on our Local Action Report here (weblink to be inserted)

Links to other plans and strategies

The Inverclyde Alliance vision for Inverclyde is:

'Nurturing Inverclyde: Getting it Right for Every Child Citizen and Community'

This means that the Alliance 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.

Partners in Inverclyde recognise that poverty and deprivation limits opportunities and choice. That is why, within the Inverclyde Outcomes Improvement Plan, reducing inequality has been established as one of three strategic priorities that the Community Planning Partnership will focus on.

In addition to this, this delivery of the actions and projects within this Local Action Report, will make a significant contribution to the delivery of a range of strategic plans and priorities for partners across Inverclyde and these are noted in the Delivery Plan in Appendix1.

The links between the LAR and the area's high level strategic Plans is shown below:

Governance Framework

Immediate responsibility for the governance of this Inverclyde Local Child Poverty Action Report rests with the Inverclyde Child Poverty Action Group. This group meets on a regular basis and is chaired by the Corporate Director of Education Communities and Orgnisational Development, Inverclyde Council.

The cross-cutting nature of this Report and its central focus on reducing child poverty, means that it has a key contribution to make to the Community Planning Partnership's strategic aim of tackling inequalities. The Inverclyde Alliance Board, supported by the Programme Board will therefore provide leadership and scutiny to the work of the Child Poverty Action Group, as well as helping to co-ordinate partnership actvity.

Both the Council and NHS Greater Glasgow and Clyde have the lead responsibility for the delivery of projects and intiatives within this Report and as such, the management teams and relevant committes of both organisations will receive progress reports on the Delivery Plan.
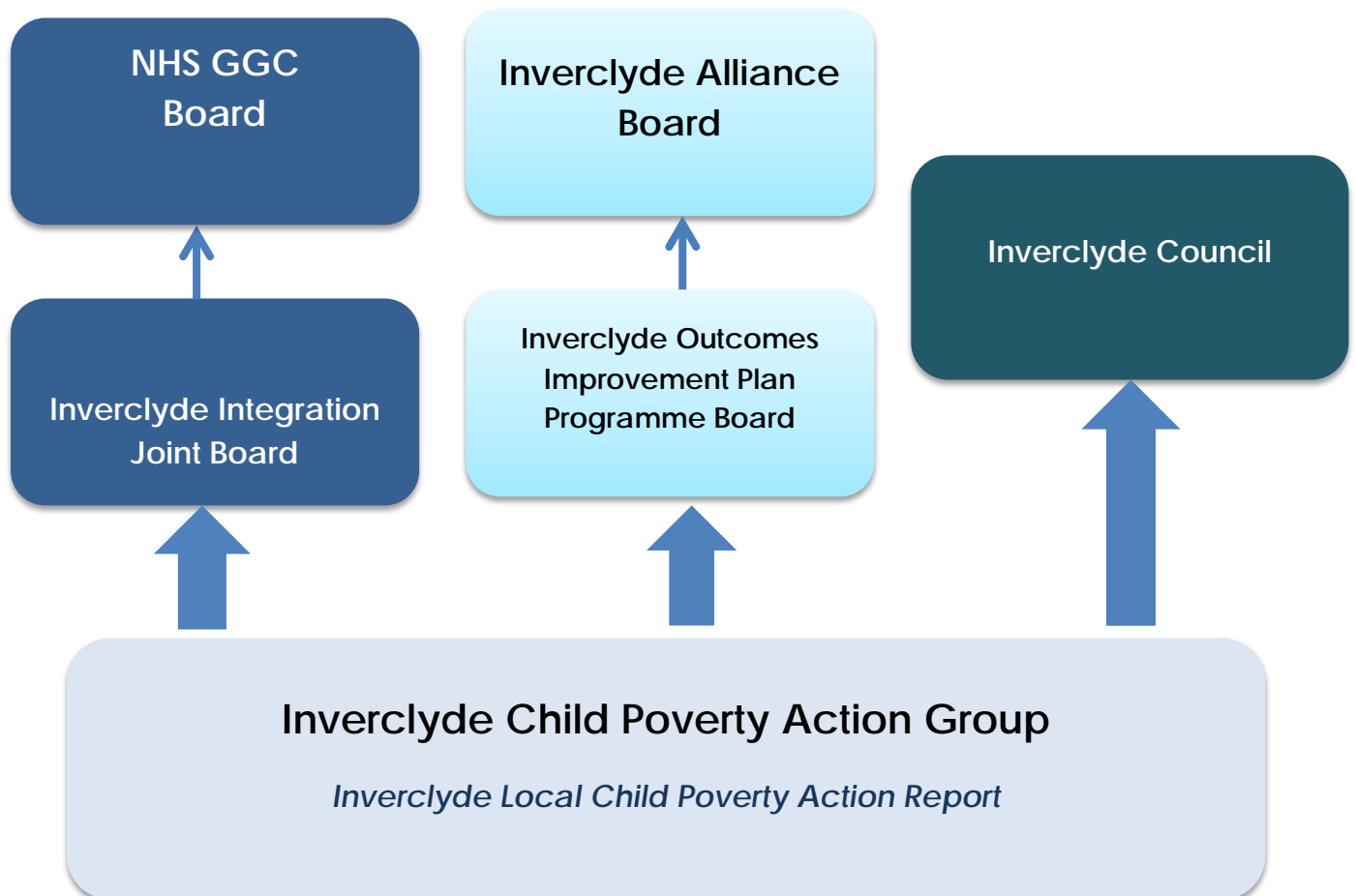
Appendix 1

Inverclyde Child Poverty Action Report Delivery Plan

June 2019

INCOME FROM EMPLOYMENT

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
The Scottish Attainment Challenge – maximise every child and young persons opportunity to achieve their potential and succeed by providing equity in education.	Education Services	£3506,002 (Scottish Attainment Challenge) £2,428,800 (Pupil Equity Fund)	Particular focus is on closing the poverty-related attainment gap by improving activity in literacy, numeracy and health and wellbeing in our communities with the highest concentrations of deprivation. The aspirational local vision is to develop practice which is both effective and sustainable. In order to improve outcomes in literacy, numeracy and health and wellbeing as well as narrow the attainment gap, parental engagement, workforce expertise, meeting learning needs and leadership will be transformed. Our vision is that every school will be a nurturing school, with benefits to the pupils of improved attendance, attainment and well-being. New interventions are implemented alongside the scaling up of interventions that have been developed as small pilots or tests of change. Inverclyde's project is based on a sustainable model which focusses on upskilling our permanent workforce. This has led to the establishment a range of posts with an emphasis on a coaching and modelling role. Our CMOs are leading improvements in pedagogy across the authority. There are opportunities for leadership development at all levels, recognition of and use of staff skills to develop practice across our community of schools. The programmes implemented for literacy, numeracy and health and well-being are evidence based. All	August 2023	This action covers all priority groups as the Scottish Attainment Challenge covers all young people living in SIMD 1 & 2 areas within Inverclyde.	Attainment Challenge Plan, Inverclyde Council Corporate Plan, Education, Standards and Quality Report, Inverclyde Outcomes Improvement Plan, Inverclyde Children's Services Plan	

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
			changes to practice are monitored for impact and effectiveness. Practice which has been measured for impact and found to be effective is then shared across the authority, leading to long term improvements. Parental engagement is a focus within our Families and Communities workstream, with Family Support Workers providing bespoke packages of support, Community Learning and Development staff delivering tailored learning packages to young people and parents and our libraries staff supporting parents to support literacy at home. There have been improvements across the authority in the quality of learning and teaching, matched by improvements in the progress of learners, especially P1 – P3, particularly in relation to literacy and numeracy. There are noticeable improvements in numeracy at S3. Across the broad general education and into the senior phase there is clear evidence that Inverclyde is making progress in narrowing the poverty-related attainment gap. Pupil Equity Funding (PEF) has been paid by Scottish Government to local authorities by means of a ring-fenced grant with indicated amounts that should be allocated directly to each school. The mount allocated to each school has been decided according to the number of pupils in P1 – S3 who are eligible to be registered for free school meals.				

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
			Schools submit annual plans to the authority officers outlining how they intent to use their PEF. The plans are supported by national and local guidance. All schools are expected to link their PEF plans to their annual improvement planning process through the ongoing Standards and Quality and Improvement Plan. The table on the following page outlines Spending proposals of Pupil Equity by Equity Intervention. The latest key findings from Mid-Year Progress Report shows at June 2017:- **Primary** • P1 Pips results have improved in average scores for all focus schools in reading and maths, with 8 out of our 9 target schools above the national average for Maths and 4 of our target schools above the national average for Reading. • 92% of pupils in P1 made appropriate progress, or better, according to their Maths standardised assessments, with Attainment Challenge focus schools improving from 8% from last year's figures, compared to an overall gain of 4% across the authority. • 90% of pupils in P1 made appropriate progress, or better, according to their Reading standardised assessments, with Attainment Challenge focus schools improving by 5% from the previous years				

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
			figures, compared to the same figure across the authority. • Teacher Professional Judgements this year demonstrate increased number of pupils achieving appropriate levels of Curriculum for Excellence. • Overall attendance at professional learning opportunities has increased. **Secondary** • Teacher Professional Judgements this year demonstrate increased numbers of pupils achieving appropriate levels of Curriculum for Excellence. • Professional Learning opportunities • Attendance at professional learning opportunities has increased. **The Year Ahead** • Increase in attainment for targeted groups of pupils in literacy and numeracy. • Increase in teachers' knowledge and skills to engage children in learning in literacy and numeracy. • Increased confidence in assessment and planning. • Increased teacher skill in on-going assessment and reflective planning to meet the needs of children. • Increase in parental awareness of children's				

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
			learning in literacy and numeracy. • Consistent use of common tracking system to effectively use data to support learning and teaching, and the identification of target cohorts. • Increase in children's reading for pleasure.				

1. Early Intervention	2. Social & Emotional Well being	3. Health & Well being	4. Targeted Support Literacy
Eyecos Classroom Assistants Early Years Learning Assistants Active Play Programmes Language Assistants Staff Additional Responsibilities	Counselling Programmes Bespoke Counselling Play Therapists Welfare Officers	Health & Well-being coaches Nurture Groups Breakfast Clubs Outdoor Learning Play Coaches Counselling Programmes	Staff Development Accelerated Reading Numeracy Recovery SEAL Targeting Phonics Development Reading Programmes Additional Staff Targeted Support Differentiated Support Classroom Assistants Staff Additional Responsibilities

5. Professional Development	6. Wider Engagement	7. Partnership Working	8. Resources
High Quality Learning and Teaching Developing Pedagogy Coaching Support Visible Learning Literacy training PEF PT's Differentiated Support	Family Learning Officers Extra-Curricular Sport Clubs Family Library Outdoor Play Areas Family Support Residential Seminars Enhanced Supported study STEM Weekends	Counselling Services Cluster Welfare Officers CLD Support Coaching Support Outreach Workers Children's Advocacy Officer Residential	Administrative Assistants Digital IT Wi-Fi

INCOME FROM EMPLOYMENT

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
Employability			The purpose and structure of the Employability Pipeline is to provide Inverclyde residents with a tailor made pathway of support, where their individual circumstances, barriers, needs and aspirations are assessed and delivery organisations work collaboratively to support and progress each individual through their personal pathway towards, and into, a positive destination. The Inverclyde Employability Pipeline provides a range of employability support to local residents looking for work, or looking to improve their employment situation. It also supports Inverclyde businesses to train and grow their workforce. The Council contract with relevant organisations to deliver services that are of high quality and provide best value for money. Currently, three main contractors deliver services on behalf of the Council (see below)			Inverclyde Council Corporate Plan, Inverclyde Outcomes Improvement Plan, Inverclyde Children Services Plan	
Employability	**Stepwell Consultancy Ltd**	£117,500	**Stepwell Consultancy Ltd** is a local Social Enterprise company specialising in improving the health, well-being and employment opportunities of local people who have a health condition that is preventing them from moving into employment. Their **"Progress"** programme delivers support that enables people to identify their barriers and builds	Initial funding agreed until 31st March 2019	This action covers all priority groups given the eligibility criteria of the programme.	Inverclyde Council Corporate Plan, Inverclyde Outcomes Improvement Plan,	

INCOME FROM EMPLOYMENT

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
			positive coping strategies whilst working on a plan to improve their physical and mental health activities available through "Progress" include Stress and Condition Management, Counselling, Mentoring, Vocational Training, Personal Development and Supported Employment/Work Placement opportunities. Stepwell work in partnership with a number of local services and employers to provide specialist client support when needed, ensuring a connected quality service is provided for every client's individual needs. Commissioned by Inverclyde Council as part of the wider Inverclyde Resilience Project with funding from Scottish Government, Whole Life Restore employability programme was established. Whole Life Restore is an innovative employability programme that is locally delivered, specialist in nature, inventive in its flexibility and utilises a holistic, person centred and asset based approach within a restorative and supported employment delivery model. Whole Life Restore is for residents of Inverclyde who:- • Are in receipt of unemployment benefit			Inverclyde Children Services Plan	

INCOME FROM EMPLOYMENT

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
			• Have a 'lived experience' of criminal justice, addictions and/or homelessness • Are ready to explore their future aspirations including actively looking to progress into employment or other positive destinations. Attending Whole Life Restore will not affect any benefits and provides access to an extensive and collaborative range of therapeutic interventions, life skills training, resilience workshops, pre-vocational and vocational qualifications, one2one employability support, work placements and supported employment opportunities.				
Employability	Trust Employability Services	£2,061,000	Trust Employability Services is funded by Inverclyde Council (ESF) and delivered by Inverclyde Community Development Trust. The Trust aims to assist residents of Inverclyde to access opportunities in education, training and employment by providing them with advice, information, guidance and practical support. Contracted Volumes 1050 individuals over 12 months with specific eligibility criteria **What's on Offer** **Training** - The Trust offers a variety of training; accredited, non-accredited and e-learning opportunities. Once a person is registered with the	Ongoing		Inverclyde Council Corporate Plan, Inverclyde Outcomes Improvement Plan, Inverclyde Children Services Plan	

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
			Trust this will be discussed more fully during a one to one appointment with one of the team. This will include where relevant; **Prevocational training**, **Work Preparation Workshops, Pre-employment training, Vocational training, Practical Work place training and Industry specific options relevant to the prevailing labour market demand.** The team will actively support **Work Preparation** – providing hands on assistance with job applications, online recruitment, CV & interviews. **Travel expenses** - Travel to arranged appointments and training will be reimbursed when using public transport **Funded Training package** - Funding assistance can be offered for external training, any required licences relevant to the job opportunities a person is seeking, travel to interviews, specific clothing for the job and travel expenses while waiting on first salary payment. All funding is subject to evidence of securing an interview or job offer, a member of the team will work with an individual to support any relevant funding requirements. **Partners** - Financial Fitness and Community Learning & Development will offer benefits assessment & literacy and numeracy support where required.				

INCOME FROM EMPLOYMENT

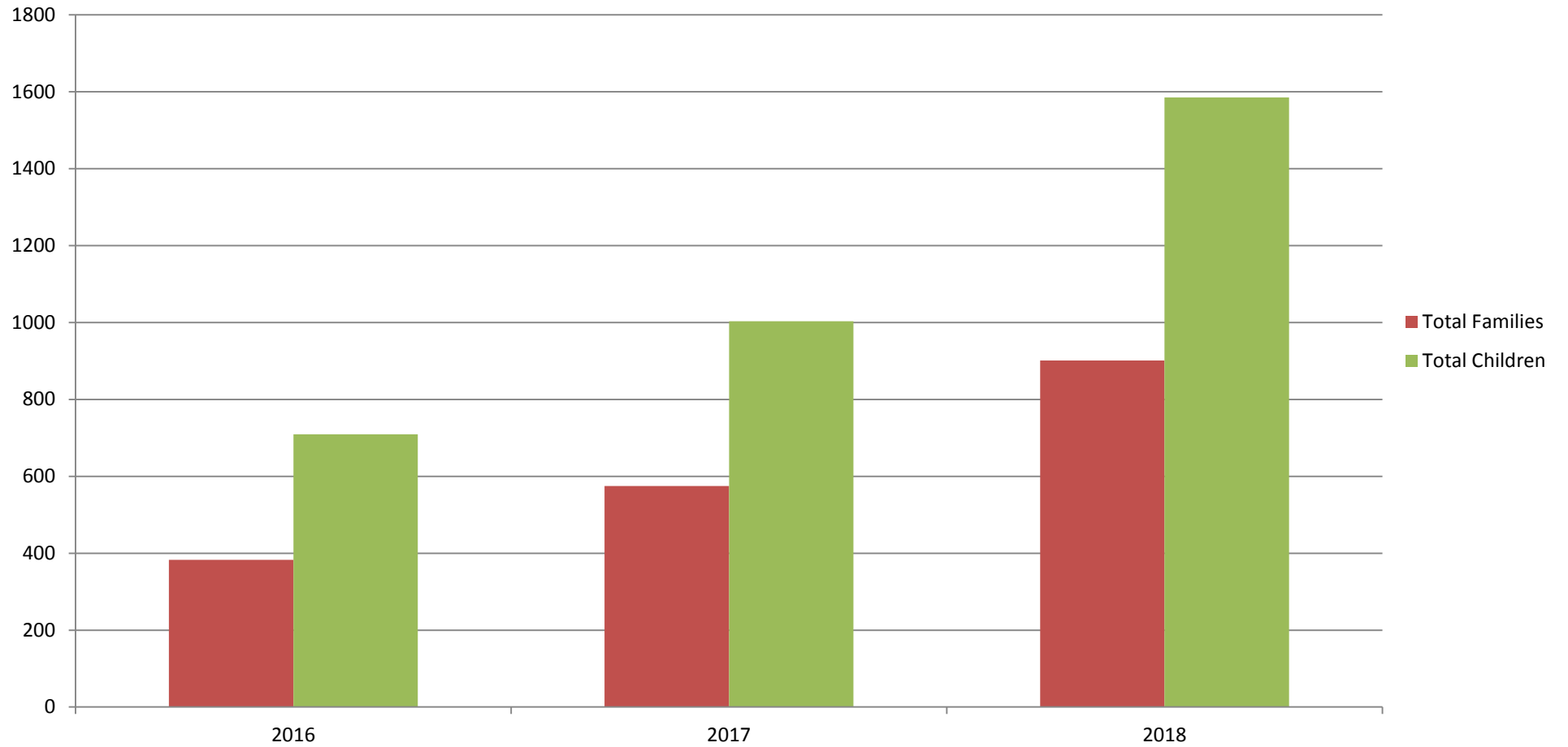| Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
			Employment & Work Experience The Trust team works in collaboration with local & national partners, local employers and businesses to support the creation of employment opportunities & work experience. The Trust offers a **Job Matching Service** designed to alert relevant jobs to match a persons skills and experience.				
Employability	Inverclyde Advice & Employment Rights Centre	£65,900	**Inverclyde Advice & Employment Rights Centre** is a local organisation providing a unique service to Inverclyde by supporting people in work who are experiencing difficulties with their employer. The organisation works with the client and their employer at the earliest possible stage, to resolve issues with a view to maintaining the client in employment. Inverclyde Advice & Employment Rights Centre works in partnership with a range of services including Welfare Rights, Local Trade Unions, Legal firms and Occupational Health units to ensure the required mix of expertise is available for an individual client.	Ongoing		Inverclyde Council Corporate Plan, Inverclyde Outcomes Improvement Plan, Inverclyde Children Services Plan	
Training / Apprenticeships for school pupils	Regeneration and Planning Service	£90,064	Within Inverclyde Council we aim to recruit young people to the workforce through an Apprenticeship Programme, which will be open to young people attending Secondary School.	August 2019 – June 2020	This action will benefit school pupils within the Senior age group of	Inverclyde Council Corporate Plan, Inverclyde	

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
			The year ahead Recruit 12 secondary school pupils to take part in this apprenticeship. This will give an opportunity to gain qualifications and receive work experience.		school.	Outcomes Improvement Plan, Inverclyde Children Services Plan	
Employability	SAMH Individual Placement Support service (IPS)		The Individual Placement and Support (IPS) Model is a specialist service supporting people to engage in work and work related activity. It places people into employment quickly and then provides open-ended 'in-work support' to both employee and employer. The IPS employment model is internationally recognised as the most effective way to support people with mental health problems and/or addictions to gain and keep paid employment and assist in their Recovery. Co-location of IPS within Community Mental Health Teams is a fundamental part of IPS, and fits well with the Scottish Government's commitment to joining up health and employability. IPS is an integrated service requiring the IPS Specialists to be co-located with all aspects of the Inverclyde Adult Mental Health Services, including specialists and clinicians. This approach helps to ensure collaborative working and integrated care planning resulting in successful and positive employment and job outcomes.	May 2019 - May 2020	People with long term Enduring Mental Illness of Working Age	Mental Health 5Yr Strategy HSCP Strategic Plan	

INCOME FROM EMPLOYMENT

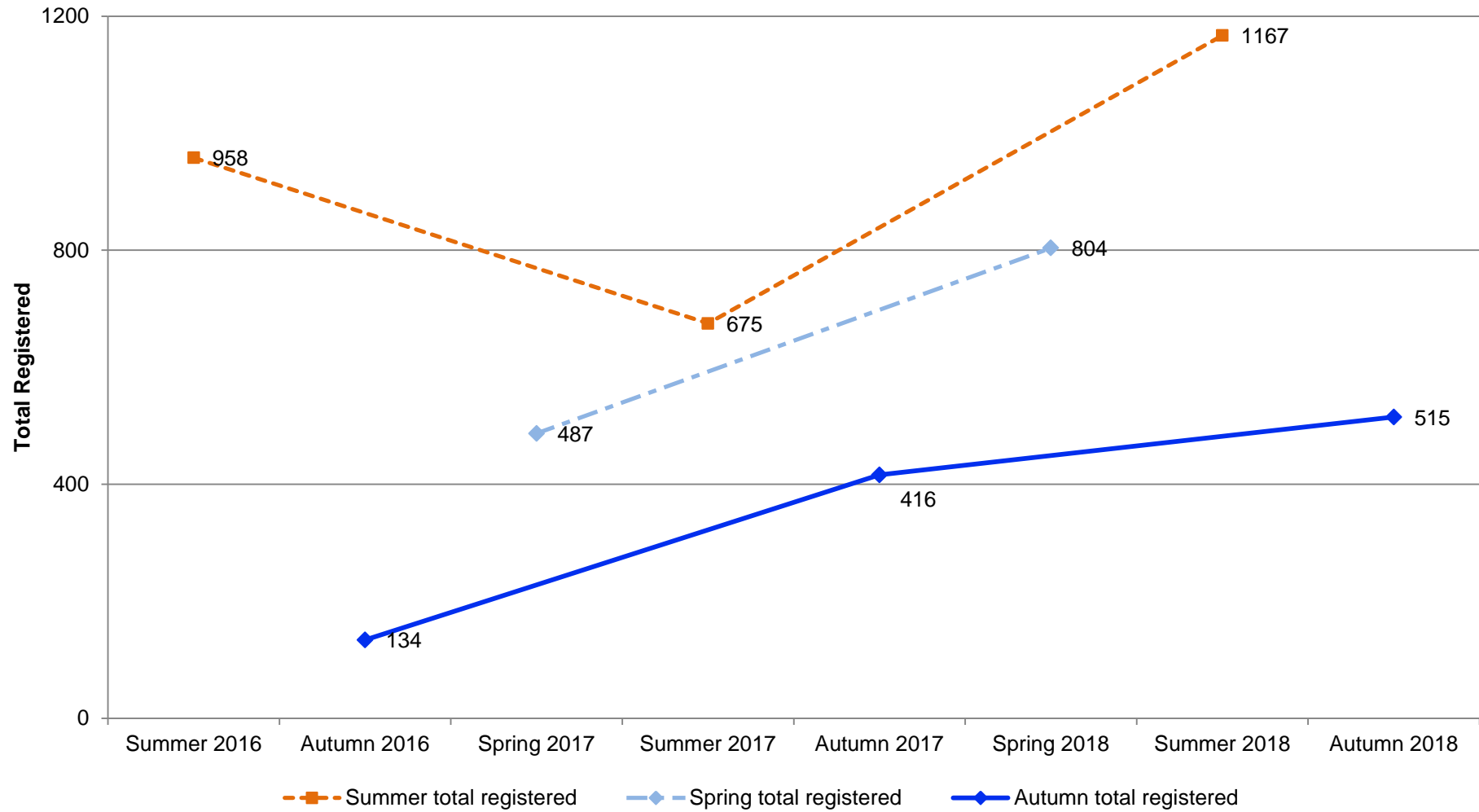| Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
			The Model operates on six key outcome principals: • Outcome 1: Employment support is embedded within the Inverclyde adult community mental health service. Outcome 2: People with mental health problems access paid employment. • Outcome 3: People with mental health problems sustain paid employment. • Outcome 4: Partnerships with employers, and other relevant partners and organisations, are developed and sustained. • Outcome 5: People with mental health problems are involved in shaping the service and central to the development of a Quality Assurance Framework which is used to obtain stakeholder experiences of IPS. • Outcome 6: People experiencing mental health problems from all backgrounds and circumstances are able to access IPS. Individual recovery Outcomes include: • People have knowledge and tools to better self-manage their mental health and wellbeing • People are more resilient • People have increased self esteem				

INCOME FROM EMPLOYMENT

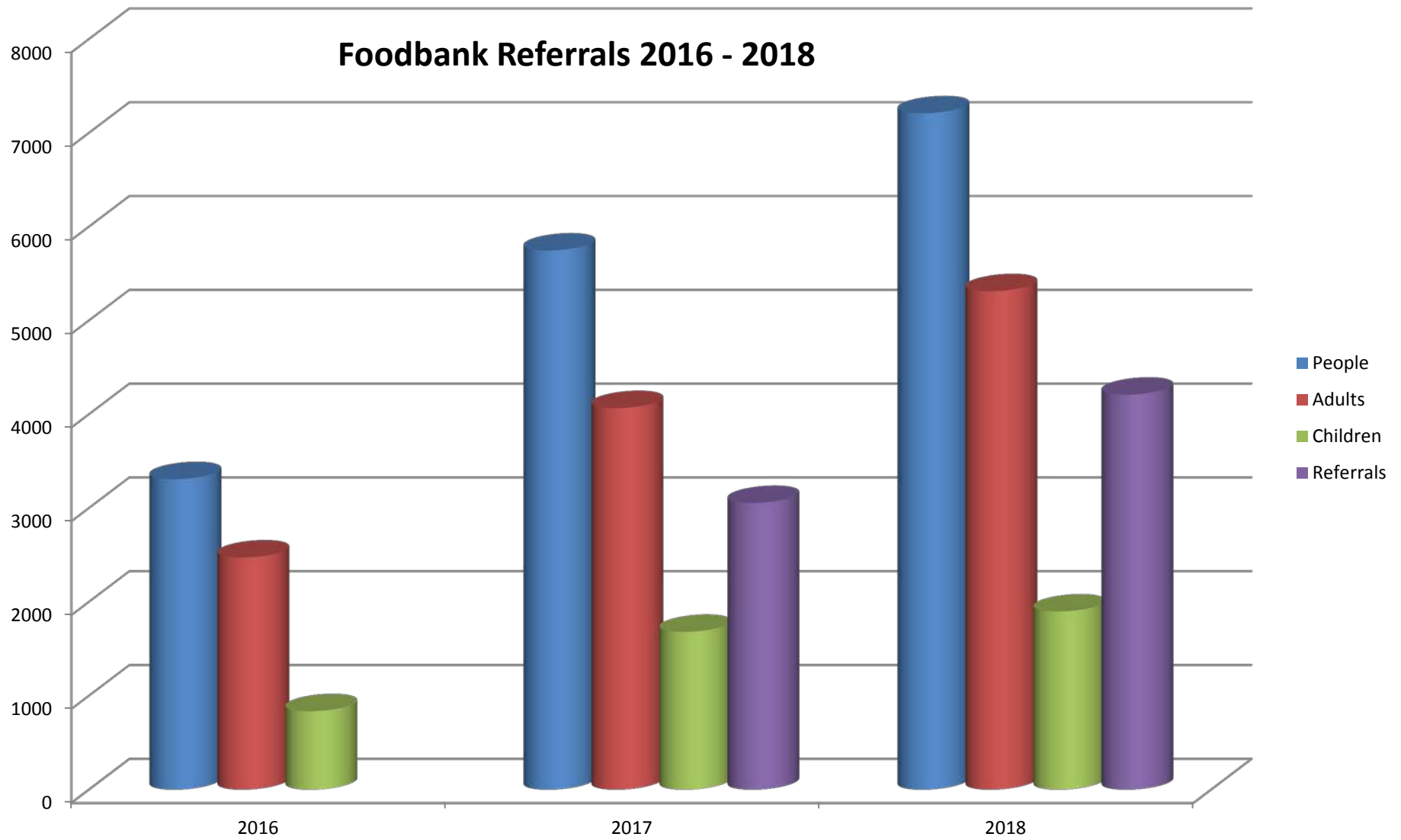| Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
			• People have improved life skills to live independently • People are more connected to their communities which have an Employment focus. Wide Actions 2019: • To extend the work of IPS within the service for a further two years (2019/2021) • To link wider to local Employability Pipeline and Employability Health Outcomes • Explore options to extend provision to include pathways related to Primary Care	2019/21			

COSTS OF LIVING

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
Reduce cost of school day within Inverclyde's schools and nurseries.	Education Services	£3,706	Head Teachers attended both a workshop and Inverclyde's Child Poverty Event where there were presentations with regards to the Cost of the School Day and how schools can assist in reducing this. **The Year Ahead** Whilst Schools have implemented ways to assist with reducing the cost of the school day (see below for some of examples from our local schools), further awareness is required for school staff, pupils and parents/carers. Inverclyde has agreed to train local Cost of the School Day 'champions' who in turn will raise awareness within all schools. Some of the ways in which our local schools are assisting to reduce the cost of the school day:- • Purchase of additional PE kits to increase participation and allow all children to exercise in comfort (kept and laundered in school) • Uniform swap/bank • Reduction in the amount of non-uniform day with no set donation • Reduction in fundraising for charities • Offer support for school trips to ensure everyone gets the opportunity to attend.	Commencing August 2019	This action covers all priority groups as raising awareness will cover all families with school aged children within Inverclyde.	Inverclyde Corporate Plan, Inverclyde Outcomes Improvement Plan, HSCP Strategic Plan 2019 – 2024, Inverclyde Children's Services Plan	
Provide holiday clubs for Inverclyde families.	Education Services	£54,000 currently funded from the Attainment	Families within Inverclyde Council are benefitting from school holiday clubs which offers family play and fun with a light lunch. Families were able to enjoy a range of activities	Ongoing	This action covers all priority groups as the holiday clubs are open	HSCP Strategic Plan 2019-2024	

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
		Challenge	including reading, arts and crafts and outdoor games. Families had access to the school family support workers, arts, craft, Bookbug sessions and family cooking. Children were encouraged to take part in the Inverclyde libraries Summer reading challenge. Families were welcome to attend any of the hubs at dates and times that suit their needs. In addition and for the first time the Scottish Attainment Challenge also provided lunch for the Stay and Play project that is offered from Play4All in Craigmarloch Additional Support Needs School. **The Year Ahead** There will be holiday hubs running in 9 locations over the spring break. This will provide a total of 29 play sessions. Consultation with CLD, libraries, Barnardo's, CMO's and Family Support Workers has taken place to begin planning for Spring, Summer and Autumn 2019 holiday hubs. Additional resource is available during 2019 as Home School Link Workers will be supporting the family support workers running the holiday hubs.		to all families with Primary School aged children (siblings welcome).		

Total number of families / children benefitting from Holiday lunch clubs within Inverclyde

Total Registered Attendees for Summer Holiday Clubs

COSTS OF LIVING

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
Provision of food to Inverclyde residents in need	I58 Project	N/A	INVERCLYDE FOODBANK I58 PROJECT All food given out by Inverclyde Foodbank is donated. Non-perishable, in date food is donated via 'Supermarket Collections, Schools, Churches, Businesses and Individuals. There are currently 25 volunteers who meet clients over a cup of tea and are able to signpost people to agencies able to solve the longer-term problem. Foodbank has seen a significant rise in referrals over the last 2 years with the roll out of Universal credit having an impact on this increase. Referrals to the foodbank are received from 137 local agencies / services. Services available in addition to Foodbank are as follows:- • Fuel bank – referring clients for fuel vouchers • Baby bank – referrals specifically for baby items such as food and nappies • Uniform bank – referrals for school uniforms. Foodbank are also keen to support local schools in promoting ideas within schools to have their own uniform banks. • Christmas hampers – self referrals accepted • Christians against Poverty – free debt counselling charity with money management and budgeting courses available for adults, adults with literacy needs, Students, Secondary School pupils, Primary 7 pupils.	Ongoing	This action covers all priority groups.	Inverclyde Corporate Plan, Inverclyde Outcomes Improvement Plan, HSCP Strategic Plan	

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
			The Year Ahead Foodbank will continue to provide and support local residents in need, and refer to other agencies where appropriate. They will continue to raise awareness of the Services available to residents through liaising with referring agencies.				

Foodbank Referrals 2016 - 2018

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
Putting an end to Period Poverty in Inverclyde	Education Services	£28,000	Menstruation, or periods, is a natural bodily function of women and young girls. There are a number of women and girls in Scotland who are unable to afford essential sanitary products during menstruation due to poverty. Inverclyde Council have rolled out access to free sanitary products for pupils across all of its primary, secondary schools, libraries, youth clubs and community centres. Inverclyde have received £28,000 to purchase the sanitary products and suitable storage for the schools. Workshops and training sessions will also be organised to promote access. Providing access that protects dignity and avoids anxiety, embarrassment and stigma, will ensure that everyone can participate in education at all levels. **The Year Ahead** In addition to the plastic boxes located in toilets, there will be tote bags purchased for the back of toilet cubicle doors in secondary schools to ensure a variety and quantity of products can be accessed in privacy. On 30 November 2018, COSLA Leaders agreed to the proposed funding to expand access to free sanitary products and "aim to increase the number and range of places where sanitary products are	Ongoing	This action covers all menstruating people.	Inverclyde Corporate Plan, Inverclyde Outcomes Improvement Plan, HSCP Strategic Plan	

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
			available for those who need them. We will do this through working with a range of public and private sector organisations and with additional third sector partners to expand the geographical spread of support". The budget allocated for 2019/20 is £72,947.				
Increase the supply of affordable housing	Housing Strategy / Developing Registered Social Landlords / HSCP	£32 million Scottish Government grant funding	Good housing has the potential to play a central role in poverty reduction and increasing housing affordability is a key lever in reducing poverty for households with children. National and local housing providers will receive around £32 million grant funding from the Scottish Government's Affordable Housing Supply Programme and will deliver over 800 new homes (including specialist provision homes to cater for our disabled population) in Inverclyde over the next 3 years. **£17m has been spent and 234 socially rented homes completed so far in the area from 2015 – 2018. These homes all address fuel poverty through increased energy efficiency.** To secure funding every local authority is required to prepare an annual Strategic Housing Investment Plan (SHIP). The SHIP sets out the key investment priorities for affordable housing in Inverclyde over a five year period to achieve the outcomes of the Local Housing Strategy (LHS) 2017-2022, and help the	March 2021	This action includes all priority groups.	Local Housing Strategy 2017-2022 Strategic Housing Investment Plan 2019 – 2024 HSCP Strategic Plan 2019 2024 Housing Contribution Statement 2019 - 2024	

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
			Scottish Government reach the national target of providing 50,000 new affordable homes by 2021/22. The SHIP will Increase the supply of affordable housing in the area and mitigate against fuel poverty, Reducing housing costs will positively contribute to one of the 3 key drivers of reduced child poverty: 'Reduced cost of living for families'. Our LHS mentions the need to tackle fuel poverty and our SHIP notes that all new homes will be developed to the Greener Standard. This compliments the successful recent work by Inverclyde Council and partners on delivering our HEEPS ABS programme.				
Continue tackling fuel poverty in the area through the Home Energy Efficiency Programme: Area Based Scheme (HEEPS: ABS).	Housing Strategy / Developing Registered Social Landlords / HSCP	£1,015,000 HEEPS resource in 18/19.	In Inverclyde as across Scotland, many people do not live in a house that is warm, dry and affordable, with people on low incomes being disproportionately affected. Local Councils, COSLA and the Scottish Government are working hard to deal with fuel poverty, and to reduce greenhouse gas emissions in order to tackle the threat of climate change. As part of a range of programmes aimed at achieving these objectives, the Scottish Government has developed and funded the Home Energy Efficiency Programme: Area Based Scheme (HEEPS: ABS).		This action includes all priority groups.	Local Housing Strategy 2017-2022	

COSTS OF LIVING

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
			From 2013 to date a total over £8m HEEPS funding has been awarded to Inverclyde from the Scottish Government. This has helped the Council in collaboration with RSLs to provide External Wall insulation to over 2000 properties in Inverclyde, making homes more energy efficient and cheaper to keep warm and dry.				

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
Implement Automated Payments (School Clothing Grant, Free school meals, EMA)	Education Services and Finance Services, Inverclyde Council	£0 contained within overall budget	Education Services currently provide application forms directly to families who have previously received School Clothing Grants/Free School Meals. The application forms are also sent to schools to encourage families who may be eligible to complete and return the application forms. There is also a full communication exercise using social and local media to encourage an increase in the take up of the benefits. Inverclyde uses the same form for applications for free school meals and clothing grants. **The Year Ahead** Work is currently being undertaken to explore methods of using information already held by Council for Council Tax Reduction purposes to automate payments to ensure families received the benefits without the need to complete additional application forms. The application process may be a barrier to some eligible families so removing the responsibility to complete and submit a form with supporting evidence would increase the number of families receiving payments. It is acknowledged that not all scenarios will fit an automated process so the manual application will remain for those who require this.		This action covers families with school aged children who are eligible for School Clothing Grants, Free School Meals and EMA	Inverclyde Corporate Plan, Inverclyde Outcomes Improvement Plan, HSCP Strategic Plan, Inverclyde Children's Services Plan	Cost of Living
Change the eligibility criteria for Free School Meals, School Clothing Grant to	Education Services and Finance Services, Inverclyde Council	£100,000	Education Services provide Free School Meals in accordance with Scottish Government legislation. Entitlement for working families is approximately the equivalent of working no more than 16 hours per week at the National Minimum Wage. The same qualifying criteria are used for the provision of School Clothing Grants.		This action covers working families on low earnings with school aged children.	Inverclyde Corporate Plan, Inverclyde Outcomes Improvement Plan, HSCP Strategic Plan,	Cost of Living

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
allow more families to qualify			**The Year Ahead** To widen support, a local scheme will be introduced providing universal entitlement to Primary 4 pupils and new enhanced qualifying criteria for P5 to S6 pupils will be introduced. Criteria will be based on the equivalent of working no more than 24 hours each week at the Scottish Living Wage.			Inverclyde Children's Services Plan	
Ensure eligible families receive appropriate Kinship Payments	HSCP	£563,250 This is the overall Kinship amount. The child poverty element is contained as part of the overall figure.	Social Work Services has a general duty to safeguard and promote the welfare of children in their community who are in need by providing a range of services. This means that kinship carers and the children for whom they are caring can ask for assistance under this provision. Kinship payments are paid until at least the young person's 18th birthday. Inverclyde Council provides a kinship allowance to carers who meet certain criteria and have been assessed and approved by social work services as formal kinship carers. Examples of the kind of help offered are outlined below: Access to individual social work support Financial support Advice on welfare rights and legal options Training in relation to behaviour management, child development, attachment, effects of separation and loss Advice on managing difficult behaviours Advocating on behalf of carers to relevant agencies such as health, housing and education	Ongoing	This action is intended for children subject to legal status of Section 11 Children (Scotland) Act 1995' or Section 83 Children's Hearing (Scotland) Act 2011.	Inverclyde Corporate Plan, Inverclyde Children's Services Plan, HSCP Strategic Plan	

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
			Regular local support group meetings for kinship carers All kinship carers have an Income maximisation check from a welfare rights officer, supporting the notion that good advice is crucial in ensuring the financial basis of a placement is sound. This formed part of the Healthier Wealthier Children programme and involves the following robust process :- • Identifying the correct kinship allowance • Identifying the correct level of benefit and tax credit entitlement • Kinship allowance paid by the local authority The above demonstrates ways that efficiencies can be realised from the local authority budgets and most importantly, it plays a part in developing a stable secure and nurturing placement for children and young people. The following page shows both total money paid in Kinship Payments and the number of carers/young people benefitting from Kinship Payments from 2014/15 to 2018/19. **The year ahead** Continue to provide a robust process to ensure families are receiving correct benefits.				

Total Kinship Payments
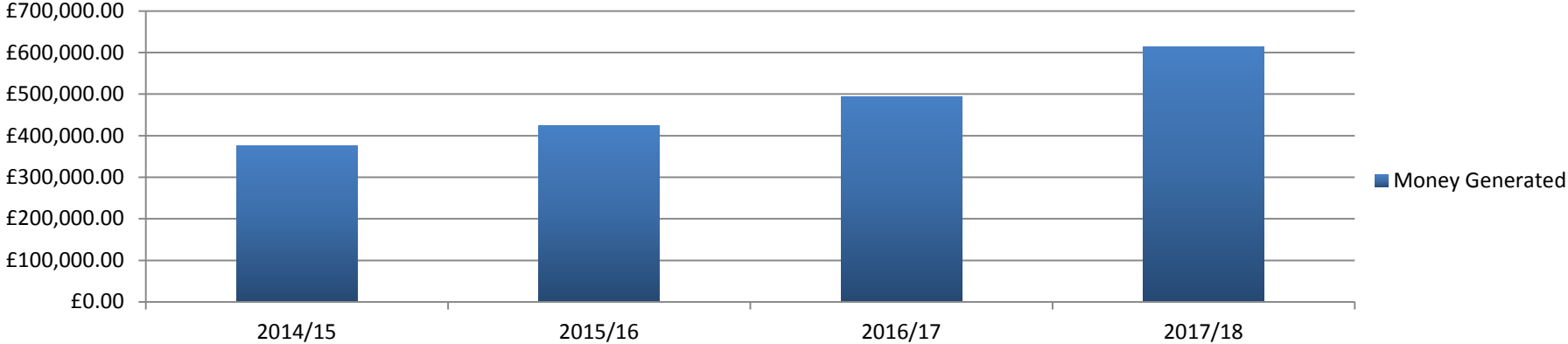
Number of Carers / Children benefitting from Kinship Payments

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
Maximise Income for eligible residents	HSCP	£616,300. This is the overall advice resource. The child poverty element is contained within this.	Inverclyde HSCP Advice Service providing money advice, benefits advice and welfare rights representation, is predicted on a rights-based perspective that contributes to the alleviation of poverty and effects of debt in the community. It plays a vital role in working to protect the well-being of vulnerable claimants and consumers; and also supports the wider Inverclyde economy by ensuring residents receive the support they require during these times of change and uncertainty. The challenges facing Inverclyde residents are diverse and vary from the effects of continuing austerity, growing reliance on personal debt and continued welfare reform. The provision of an effective one stop, holistic advice service is an effective method of delivering advice and is relevant to the Statutory duty of Inverclyde Council to deliver advice and assistance to promote the social welfare of Inverclyde residents. Within the context of the continuing impacts of welfare reform and devolved social security, Inverclyde Council commissioned a review of all advice provision across Inverclyde. This offered the opportunity for Inverclyde HSCP Advice Service, and other partner organisations, to consider if the current models of service delivery best meet the needs of service users going forward. In March 2018 the positioning statement of Social Security Scotland Agency (SSSA) was published with a strapline of 'Dignity, Fairness, Respect.' Advice Services have engaged	Ongoing	Due to the Service and Advice available, this Action covers all priority groups.	Inverclyde Corporate Plan, Inverclyde Outcomes Improvement Plan, HSCP Strategic Plan	

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
			in a discussion with SSSA to explore job shadowing opportunities for SSSA workers to understand the role of Advice Services and the challenges of dealing with the current social security system. SSSA are keen for this to happen viewing it as 'an opportunity that will be of great benefit.' The following page shows statistics from Advice Services from 2015/16 to 2017/18. **The Year Ahead** Advice Services will continue to offer high standard advice, information and support to Service Users. A key task for Advice Services will be to revisit the 'Healthier Wealthier Children' income maximisation model currently operating in Inverclyde to consider improvements in referral pathways and explore how to further extend the coverage and effectiveness of the initiative. Advice Service remains as committed as ever to make an active contribution to Inverclyde HSCP's vision of improving lives.				

	2015/2016	2016/17	2017/18
Advice First Calls Handled (Inbound and Outbound – includes calls from internal departments. N.B. some enquiries may require multiple calls to resolve the issue)	10,945	12,435	11,209
Face to Face Appointments Scheduled (Port Glasgow and Greenock) (Many clients require multiple appointments to resolve their issue[1])	2776	3414	3390
Home Visits	214	222	166
Vulnerable Groups – New Clients (Advice Outreach for Hard to Reach Groups – Homelessness, Addictions, Mental Health)	315	444	278*
Macmillan Cancer Support Advice and Welfare Rights - New Clients	370	384	329*
Welfare Rights appeals scheduled (Some clients may require multiple appeals, e.g. appeal is adjourned, goes to Upper Tribunal or is revised in client favour prior to hearing)	698	591	1033
Welfare Rights Cases with final outcome decision in favour of the appellant	74%	70%	75%
Money/debt interventions carried out with clients (2 new Money Advisors started in August 2017)	258	824	1021[2]
Amount of multiple debt managed by Money Advice Team	£1,393,712	£2,098,654.95	£2,178,052.28

[1] Universal Credit issues are requiring multiple interventions/appointments to attempt to resolve.

[2] Money Advice interventions now include all correspondence on behalf of client, including liaising with creditors.

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
	I:DEAS project	£2,270,000 The total I:DEAS budget supports a number of priorities including child poverty.	I:DEAS (Inverclyde Delivering Effective Advice and Support) Project offers a service to individuals/families who:- • Live in a workless household • Live in a low income household • Living in a single parent household (could also be homeless and meet one of the above) Eligible participants (Eps) go through a registration process and have an allocated Mentor who will support them as much or as little as they require. I:DEAS offer a truly holistic service with regard to finances and inclusion in society. Partners are:- • CVS • Future Stills • HSCP Advice First • Barnardo's • The Wise Group • Financial Fitness • Scotcash • Community Learning Development There are dedicated workers in each of these organisations who all work together as a wider team. The allocated Mentor will walk hand in hand with the participant and will provide ranging degrees of support dependant on the individual. From the Services available	Ongoing	This action benefits all priority groups given the eligibility criteria.	Inverclyde Corporate Plan, Inverclyde Outcomes Improvement Plan, HSCP Strategic Plan,	

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
			above, I:DEAS will improve a person's current situation with their finances and ensure they have the skills and capacity to be able to continue with positive finances through their lives. A big part of the service is to ensure that those who are socially excluded due to debt will no longer be, I:DEAS will provide family support if required. **The Year Ahead** Funding (by European Social Fund and The Big Lottery) has been sourced until March 2020. This project will continue to support local eligible participants. I:DEAS project are looking for volunteers and peer supporters to support the good work.				

I:DEAS project from September 2017

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
Improve income maximisation referral uptake within antenatal, community child health, early years education and other community based services.	Advice Services & NHS	£2,704 from NHS GGC	Healthier Wealthier Children (HWC) was a project that aimed to help families at risk of poverty. The project worked closely with antenatal and community child health, early years education and other community based services working with families at risk of poverty. It aimed to target pregnant women and families with young children experiencing, or at risk of, child poverty, as costs increase and employment patterns change around the birth of a child. Following the cessation of funding in October 2010 there was agreement for Inverclyde Advice First to provide income maximisation services and collate numbers of people benefiting and report on the financial gains received. Funding was then withdrawn in 2013. Inverclyde no longer had a dedicated resource which meant that the publicity and promotion to Health Visitors and Midwives to encourage referrals greatly reduced. Initially Health Improvement staff picked this up, however, due to lack of capacity this ceased. There is no longer a separate referral form or process meaning referrals have been subsumed into the generic referral process for Inverclyde Advice First. **The Year Ahead** NHS GGC have received £63,750 for 2018/19 for enhancement of referral pathways into income maximisation for pregnant woman and families with children. This funding will also be available next year. The money should be used for:- • Create local capacity in Health Board areas to establish or enhance referral pathways • Plan and delivery training on child poverty, money matters and referral pathways for universal maternity and health visiting workforce • Develop formal referral pathways (including consideration of		This Action covers all priority groups due given it is aimed at antenatal, community child health, early years education and other community based services.	Inverclyde Corporate Plan, Inverclyde Outcomes Improvement Plan, HSCP Strategic Plan,	

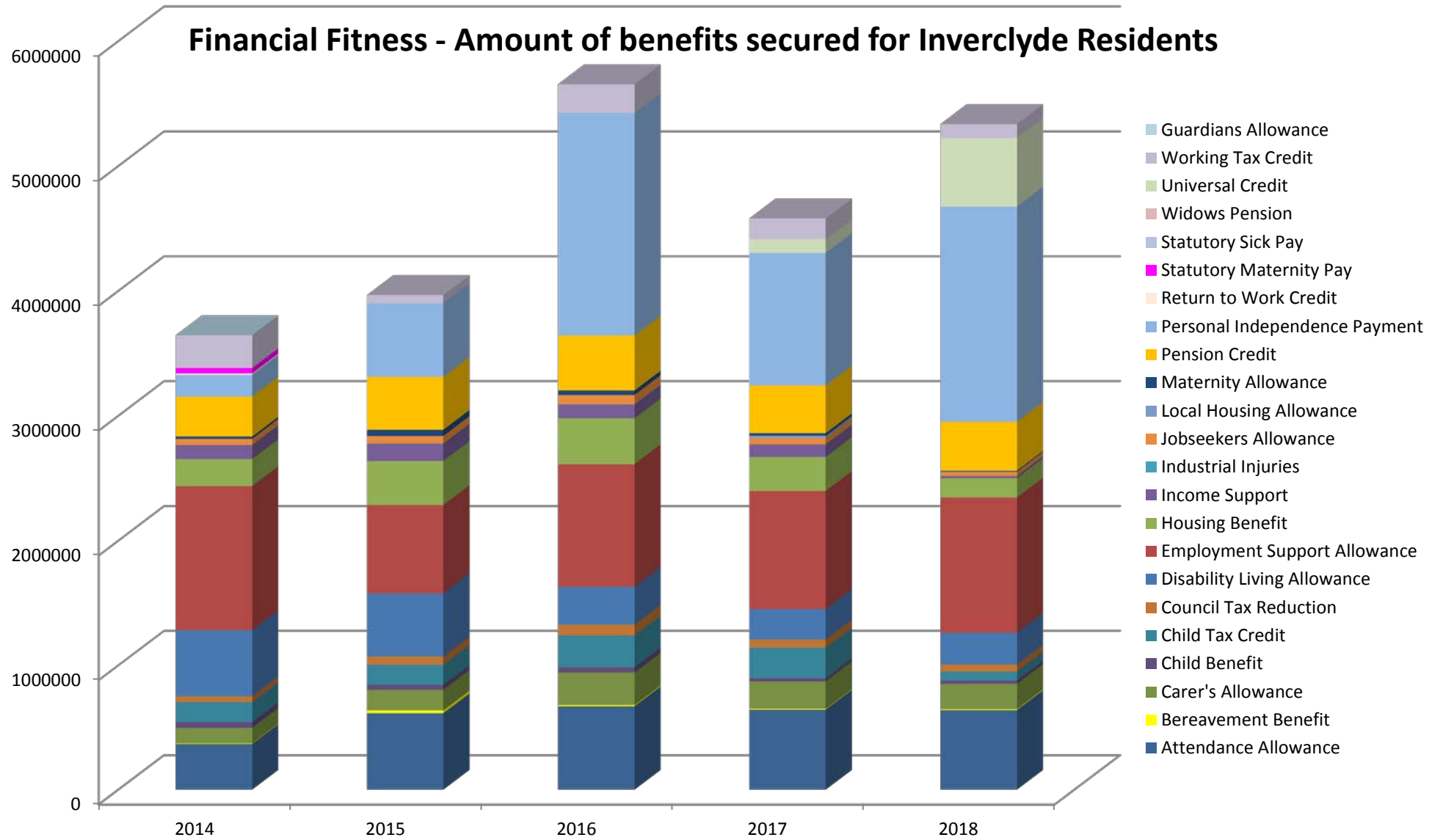| Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
			electronic referrals) • Negotiate additional capacity with local advice services. Inverclyde Council has been allocated £2704 of the £63,750. The proposed way to spent eh money locally is to commission CPAG (Child Poverty Action Group) to deliver input around maternity and other benefits. At the same time we will ask them to do a refresh on HWC (Healthier Wealthier Children) and set up an inbox for HWC referrals. The training will be delivered to approximately 25 Health Visitors and midwives before the end of the financial year. In turn, the 25 Health Visitors/Midwives will become local 'champions' and train all Health Visitors/Midwives locally. Impact will be measured by the increase in referrals from Health Visitors/Midwives. On a pan-NHSGGC basis NHS Greater Glasgow and Clyde staff have also worked to review and refresh the Healthier Wealthier Children intervention. Workshops and training sessions for new and existing midwives and health visitors were delivered to raise awareness of the new statutory duty on the NHS to work with local authorities to maximise the incomes of pregnant women and families with children and revise how to raise the issue of money worries and pathways into money advice services. Staff and client facing promotional materials were produced and development of electronic referral pathways explored. A money advice service continues to be provided to families in Royal Hospital for Children with average annual income gains of over £8,000 per family eligible for financial support.				
Maximise Income for	Financial Fitness	£140,000	Financial Fitness's aim is to tackle poverty by ensuring local people have access to welfare benefit and financial advice and information		Due to the Service	Inverclyde Outcomes	

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
eligible residents.			in their own communities. They therefore tackle social exclusion, poverty and deprivation by providing a grass roots service of advice which is free, independent, impartial and confidential. Furthermore, this service is provided in the local communities, through home visits or the use of various local venues which are easily accessible. The following page shows the amount of benefits Financial Fitness has secured for Inverclyde Residents from 2014 – 2017 split by benefit type. The total amount secured for each year is as follows:- 	2014	2015	2016	2017	2018	 |---|---|---|---|---| | £3,646480 | £3,966,258 | £5,655,419 | £4,580,191 | £5,335,741 | This is an indication of just how many benefits are going unclaimed in the area and highlights the continuing need for the service across the district. These statistics, however, fail to show the full extent to which people's lives have been impacted upon. Many Inverclyde residents are able to make informed lifestyle choices based on need rather than affordability. Clients have been affected personal in the following ways:- • Increased income leads to healthier living as clients have greater access to better foods, exercise and leisure facilities. • Clients are now able to deal with existing debt and budget accordingly due to higher household income. • Many locals now experience greater self-esteem and confidence due to higher household income. • Many locals now experience greater self-esteem and confidence due to increased social inclusion. • Clients will tend to spend relatively high amounts of their extra income on local services and businesses, thus improving the local economy.		and Advice available, this Action benefits all priority groups.	Improvement Plan	

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
			• Higher incomes generally lead to less erratic lifestyles, as rent/mortgage, council tax and other household priorities can be paid timeously. **The Year Ahead** Financial Fitness will continue to support clients through the benefits system's biggest change since its conception, with a host of benefits affected. Clients are being notified of changes and up-to-date advice.				

Financial Fitness - Amount of benefits secured for Inverclyde Residents

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
Best Start Grant – Local Roll Out	**Social Security Scotland**		Initial roadshows were arranged and held in various locations in Scotland, stakeholders were invited to attend. Inverclyde were included in events in Glasgow on Wednesday 24 October and Johnstone on Monday 5 November however a full timetable was issued to allow flexibility of venues and dates. Following the roadshows the presentation, links to Web pages, advice etc was shared together with Q&A docs. Stakeholders were asked that this was shared across the LA area. Best Start Grant opened at 00:01 on Monday 10 December. The response to the launch of Best Start Grant Pregnancy and baby Payment has been unprecedented with more than 4000 claims being submitted on the first day. This incredible response is largely down to the excellent support from stakeholders. Meetings have taken place with local groups to promote the benefits and raise awareness. One group have requested information packs in other languages. These will be given out January 2019 and a session planned for the families. Calls have been made to; play group, Local Nurseries etc to further raise awareness. National Engagement lead and local delivery for Social Security Scotland have engaged with CVS Inverclyde and other partners and stakeholders regarding sharing publicity and publications to utilise their communications routes. Information has also been publicised through Inverclyde Council's Social Media.	10th December 2018 (Pregnancy and Baby Payment), Summer 2019 (Early Learning Payment), Summer 2019 (School Age Payment)	This action will benefit all priority groups.	Inverclyde Corporate Plan, Inverclyde Outcomes Improvement Plan, HSCP Strategic Plan	

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
			Social Security Scotland have appointed a Local Delivery Relationship Lead for Inverclyde who will work on building relationships, work collaboratively with existing local agencies and services and provide face to face pre-claim support in offices, outreach centres or home visits. Organisations and individuals have made enquiries about BSG as a result of the publicity already out there. . To Summarise BSG; **A Pregnancy and Baby Payment**, available from 10.12.18 - will help with expenses in pregnancy or having a new child, for example maternity clothes, a pram or additional heating. This replaces the DWP's Sure Start Maternity Grant. Pregnancy and Baby Payment - pays £600 for a first child, and £300 for other children. There will be an extra £300 if there is a multiple birth. **An Early Learning Payment,** available by Summer 2019 – will help with costs during nursery and early learning years to support child development, for example travel costs, trips out and toys for home learning. Early Learning Payment – A payment of £250 when a child reaches the age of 2 or 3 years. **A School Age Payment,** available by Summer 2019 – will help with the costs of preparing for school, for example a school bag, after school activities such as swimming or football, or helping with the cost of school trips. School Age Payment – A payment of £250 around the time a				

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
			child would usually start school. **The Year Ahead** Moving forward engagement will continue within Inverclyde to ensure that the information surrounding not just the pregnancy and baby payments but the additional elements due to be available from Summer 2019 are publicised and available to ensure families in Inverclyde are aware of Best Start Grant and support them to claim these new benefits. Inverclyde would benefit from receiving Local statistics in order to measure against local information.				
Use of Young Scot card to allow secondary pupils on Free School Meals to be credited during school holidays.		To be determined	Whilst holiday clubs are available for Primary school children, their siblings and parents/carers, there is currently no provision for Secondary school pupils to receive food during holidays. **The Year Ahead** It has been agreed by Inverclyde Child Poverty Action Group to liaise with Young Scot to discuss the possibility of progressing towards achieving electronic payments during school holidays for pupils in receipt of Free School meals. Discussions are currently in progress.		**Secondary School Pupils receiving Free School Meals**	Inverclyde Corporate Plan, Inverclyde Outcomes Improvement Plan, HSCP Strategic Plan, Inverclyde Children's Services Plan	Cost of Living

Action	Who action is carried out by	Resources allocated	Summary and how impact has/will be assessed	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Link to other plans	Links to other Poverty Driver(s)
Ensure families can access support from social prescribing practitioners	HSCP	£250,000 estimate including 5.5 WTE Community Links Worker, 1.00 WTE Social Prescribing Co-ordinator, 0.2 WTE Welfare Rights Officers	Social prescribing is provided by a range of third sector organisations in their day to day services however the most notable impact for families will come from Community Links Workers attached to GP practices. Whilst the majority of referrals will be for adults – both services work across the range of age groups and will be supporting families. Most referrals include support around money – benefits & debt, housing, social isolation, emotional and practical support and resilience. **The Year Ahead** A commissioning process for community links workers will take place in 2019/20. Welfare rights officers based and embedded in GP practices will be tested and evidence collected.			Inverclyde Corporate Plan, Inverclyde Outcomes Improvement Plan, HSCP Strategic Plan	

Appendix 2

Inverclyde Local Child Poverty Action Report

Short, Medium and Long Term Planning Framework

June 2019

Long Term Plan/Outcomes: (3-5 years)

- To reduce inequalities (Inverclyde Local Outcome Improvement Plan)
- To reduce the prevalence of child poverty in our communities. (Inverclyde Corporate Plan)

Medium Term Plan/Outcome (1-3 years)

- To maximum social security and benefits in kind for eligible children and families living in low income
- To support priority groups to ensure that they receive support and advices they need to increase their skills and move into work employment and training.
- To provide enablers such as affordable child care and transport to reduce the cost of living for families on low income

Short Term Plans/Outcomes; (12 months)

- Automate payments for free school meals, school clothing allowance and educational maintenance allowance for families in receipt of Council Tax Reduction
- Provide a robust system that ensures all families are receiving maximised benefits.
- Train local champions within schools to raise awareness of cost of the school day
- Tackle Food Inequalities during the weekend and school holiday period.
- Provide training opportunities for young people through an expansion of the Apprenticeship Programme

What data evidence informs this long term outcome?

- Every Child, Every Chance - The Tackling Child Poverty Delivery Plan 2018-22
- Understanding Society https://www.understandingsociety.ac.uk/
- JRF Research highlighting the link between poverty and attainment - https://www.jrf.org.uk/report/closing-attainment-gap-scottish-education
- https://www.jrf.org.uk/report/poverty-scotland-2018
- Child Poverty Action Group for Scotland http://www.cpag.org.uk/cost-school-day
- Scottish Government National Performance Framework https://nationalperformance.gov.scot/national-outcomes/poverty

Drivers/Interventions:

- Income from Employment
- Cost of Living
- Income from social security and benefits in kind

Measures (How will we know we are successful):

2019/20 short term plan - 12 months

Intervention	When?	Who?	Measure / questions	Expected Impact
Implement Automated Education Benefits Payments (School Clothing Grant, Free School Meals and Education Maintenance Allowance)	By Christmas 2019 and ongoing	Revenue and Benefits and Education Services	% increase in the number of families receiving these benefits	The eligible families will be in receipt of benefits without having to complete further forms/documentation
Increase the qualifying criteria of families in receipt of Council Tax Reduction to enable eligibility of Education Benefits	From April 2019	Revenue and Benefits.	Increase in the number of families who are eligible for these benefits.	*217 families 316 children* will benefit from receiving FSM/SCG.
Eligible Families receive appropriate benefit payments			Number of Kinship payments provided Number of Kindship Carers who have received an income maximisation check. Healthier, Wealthier Children will consider extending coverage and	

Income for Social Security and benefits in kind   Costs of Living   Income from Employment

Intervention	When?	Who?	Measure / questions	Expected Impact
			effectiveness to providing support to families in receipt of benefits. There will be an increase in local capacity to establish or enhance referral pathways. Plan and deliver training on child poverty, money matters and referral pathways for universal maternity and health visiting workforce. The IDEAS group will support eligible participants and recruit volunteers to provide information and advice.	
SSSC – Benefits			Role out the new SSS benefits to eligible families including Pregnancy and Baby Payments, Early Learning Payment School Age payments.	
Foodbank Referrals			Raise awareness of local foodbank support that is offered including financial awareness and support.	

Income for Social Security and benefits in kind   Costs of Living   Income from Employment

Intervention	When?	Who?	Measure / questions	Expected Impact
Reduce the Cost of the School Day within Secondary, Primary and Early Years Establishments			Train local champions to raise awareness and share good practice across all schools. Provide children and families with food and play activities during the holiday and weekend period to reduce food insecurity. Provide funding to families in receipt of free school meals to impact on food insecurity during the weekend and holiday period.	
Inverclyde Attainment Challenge in Schools				Increase in Attainment for targeted groups of pupils in literacy and numeracy. Increase in teachers knowledge and skills to engage children in learning in literacy and numeracy. Increase in confidence in assessment and planning Increase in parental awareness of children's learning in literacy and numeracy.

Income for Social Security and benefits in kind   Costs of Living   Income from Employment

Intervention	When?	Who?	Measure / questions	Expected Impact
Employability			Provide 12 Apprenticeship opportunities for young people unlikely to gain attainment in school.	

2020-2023- Medium term plan

To maximum social security and benefits in kind for eligible children and families living in low income

What data/ evidence informs these priorities	Outcomes	How are you going to achieve it? / Interventions	How are you going to measure the impact? What questions are you going to ask?	Expected Impact
To support priority groups to ensure that they receive support and advices they need to increase their skills and move into work employment and training.				

Income for Social Security and benefits in kind   Costs of Living   Income from Employment

What data/ evidence informs these priorities	Outcomes	How are you going to achieve it? / Interventions	How are you going to measure the impact? What questions are you going to ask?	Expected Impact

To provide enablers such as affordable child care and transport to reduce the cost of living for families on low income				
What data/ evidence informs these priorities	Outcomes	How are you going to achieve it? / Interventions	How are you going to measure the impact? What questions are you going to ask?	Expected Impact

Income for Social Security and benefits in kind   Costs of Living   Income from Employment

NHS Greater Glasgow and Clyde

Public Health Standing Committee
17 April 2019   <u>**Paper No: You will be given this**</u>

Dr Sonya Scott, Consultant in Public Health
Dr Noreen Shields, Planning and Development Manager

<u>**NHS GGC Child Poverty Action Report 2018**</u>

Recommendations
The Public Health Committee is asked to:
- Note the work undertaken by NHS GGC staff in 2018/19 to meet our statutory duty to contribute to reductions in child poverty rates in Scotland.
- Approve the planned deployment of health resource in pursuit of reduced child poverty levels in 2019/20 as described in our six local area child poverty action reports and summarised in this paper.
- Note the wider partner actions undertaken and planned to reduce child poverty in each of our six community planning partnership areas and continue to influence development of these through appropriate local partnership structures.

Purpose of Paper
This paper aims to summarise the range of activities undertaken in 2018/19 by NHS GGC staff which contribute to reducing child poverty rates in Scotland and outline planned future actions for approval.

Summary of Key Messages:
- The NHS has a new statutory duty to report in partnership with local authorities, action taken to reduce child poverty and maximise the incomes of pregnant women and families with children.
- A range of activity has been undertaken by corporate, acute and health and social care partnership (HSCP) health staff to contribute to reducing child poverty across Greater Glasgow and Clyde (GGC).
- Employability actions have focused on promoting NHS career opportunities and pathways into NHS employment via a range of activity including awareness and guidance sessions for unemployed people in the community and awareness and guidance training sessions for staff in Jobcentre Plus and employability advisors in partner agencies.
- Work has also been undertaken to understand and support staff financial wellbeing, with training for managers on universal credit and available sources of support for staff experiencing money worries.
- There has been a substantial amount of work undertaken to refresh and extend the Healthier, Wealthier Children Programme (HWC)[3], including staff information and training sessions and the development of staff support materials and promotional materials.
- HWC continues to result in substantial financial gains for families resident in GGC.

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[3] HWC is a programme routine enquiry about family financial wellbeing by maternity and health visiting staff and referral to money advice services where required.

- An innovative and enhanced model of co-located money advice support for families has been piloted with our Special Needs in Pregnancy Service, highlighting the significant financial vulnerabilities of this patient group (average household income <£6000).
- Co-location of money advice services in GP practices in deprived areas has been successfully piloted.
- Evidence and data briefings have been produced and a development session hosted by NHS GGC to support evidence-informed action in partner local authority areas.
- In 2019/20 there will be a continued focus on improving the practice of routine enquiry of financial wellbeing. We will develop electronic referral pathways into money advice services for health visitors and in some HSCP areas pilot the co-location of money advisors with vaccination clinics in deprived communities. We will also explore how we can have a focus on parents within our employability programmes and understand current gains from community benefits with a view to maximising for children and families.

Any Patient Safety/Patient Experience issues
This work seeks to improve patient experience by ensuring assessment and treatment of social health has parity with physical and mental health.

Any Financial Implications from this Paper
NHS GGC received a small amount of funding (£2, 640) to provide for one month of a band 7 officer's time to report on child poverty reduction actions and an additional £63, 750 to: enhance referral pathways from maternity and children's services into money advice services, provide training for midwives and health visitors on family financial wellbeing and provide capacity in money advice services for responding to referrals from maternal and child services.

A recent review of NHS GGC's Healthier Wealthier Children (HWC) programme[4] noted the precarious nature of funding for money advice services, which are often reliant on non-recurrent funding and funding from charitable sources.

NHS GGC's Child Poverty Strategy seeks to ensure maximal community benefits are gained from our procurement spend.

Any Staffing Implications from this Paper
Effective action requires strategic leadership on a board-wide and community planning partnership-specific basis and therefore time of health staff working in corporate and acute directorates and health and social care partnerships.

The new statutory duty requires that midwives and health visitors in particular, support action to maximise the incomes of pregnant women and families with children.

Any Equality Implications from this Paper
Some members of our population are at greater risk of experiencing poverty in childhood. Action to reduce child poverty should therefore particularly benefit children of lone and/or young parents, children with disabilities and/or children of parents with a disability and black and minority ethnic children.

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[4] Naven, L. Review of Healthier, Wealthier Children (HWC) in NHS Greater Glasgow and Clyde. Glasgow Centre for Population Health. 2018. Available at:
https://www.gcph.co.uk/assets/0000/6927/Review_of_Healthier__Wealthier_Children_HWC__for_Financial_Inclusion_Group.pdf [Accessed 4 February 2019]

Any Health Inequalities Implications from this Paper
Health inequalities are fundamentally caused by inequalities in income, resource and power. Work to reduce child poverty will contribute to reduced inequalities in income and therefore inequalities in health outcomes.

Has a risk assessment been carried out for this issue?   If yes, please detail the outcome.
No

Highlight the Corporate Plan priorities to which your paper relates
Produce and implement joint reports and plans on tackling child poverty including maintaining and developing the healthier, wealthier children programme and exploring how to use our role as an employer and procurer of goods and services to help tackle child poverty.

Authors – Sonya Scott and Noreen Shields.

Tel No – 01412014888

Date –

- **NHS Greater Glasgow and Clyde Child Poverty Report 2018/19**

1. Purpose

This paper aims to summarise the range of activities undertaken in 2018/19 by NHS GGC staff which contribute to reducing child poverty rates in Scotland and outline planned future actions for approval.

2. Background

The Child Poverty (Scotland) Act 2017 placed a new statutory duty on health boards to maximise the incomes of pregnant women and families with children and to jointly plan and report on these and other actions taken to reduce child poverty in each local authority area. The submission deadline for the first local area action reports is 30th June 2019.

Family poverty is associated with a range of health risks and adverse outcomes including unplanned pregnancy, smoking in pregnancy, stillbirth, injury in childhood, child neglect and maltreatment, emotional and behavioural problems and adverse health-related behaviours. Furthermore it is now know that household income is a cause factor in a child's cognitive, emotional, behavioural and physical development. It is estimated that £78 billion (£1 in every £5) is spent in the public sector each year dealing with the consequences of poverty.

Twenty-nine percent of children are living in relative poverty after housing costs[5] in NHS GGC. Over 40% of all children in poverty in Scotland are in the Greater Glasgow and Clyde Valley Region. Rates vary across local authority areas from 1 in 7 children in East Dunbartonshire and East Renfrewshire to 1 in 3 in Glasgow City. As a result of welfare reform it is predicted that if we do nothing child poverty rates in Scotland will increase from 26% to 38% by 2030.

Child Poverty is not inevitable, indeed rates halved in the UK between 1997 and 2012. The causes of poverty are often confused with the consequences which can impede progress in reducing rates of poverty. The new legislation and accompanying guidance makes clear that poverty is caused by the costs of essential goods and services outstripping household income from employment and/or social security. It requires local authorities and health boards to work with other community planning partners to consider and act on powers they have to maximise incomes and reduce costs for families.

In 2018/19 NHS GGC received Scottish Government funding of £2, 641 to report on child poverty actions and an additional £63, 750 to enhance the Healthier Wealthier Children (HWC) Programme. HWC is a programme of routine assessment of the financial wellbeing of pregnant women and families with children by health staff and where required referral into money advice services. This programme was established in NHSGGC in 2010. In the last eight years the programme has resulted in over £20 million financial gain for families living in GGC. Due to its success in NHSGGC it is currently being rolled out across all Scottish health boards. Recent funding has been provided to: enhance or develop referral pathways from maternity and children's health services into money advice services, provide training on addressing family financial wellbeing for midwives and health visitors and/or fund increased capacity within money advice services to respond to referrals from maternity and children's health services.

The majority of HWC monies (£35812) were disbursed according to the national funding formula to Health and Social Care Partnership (HSCP) health improvement teams. These

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[5] defined as living in a household with less than 60% of the average household income for equivalent family size and composition

teams have been strategically leading HWC in their areas since 2013. The remaining £27938 (including South Glasgow and Renfrewshire's HWC funding) has been used to fund continued provision of a co-located money advice service with our Special Needs in Pregnancy Service.

3. Approach

While statutory responsibility for local area planning and reporting falls to the NHS and Local Authority the guidance accompanying the legislation states, "we know that solving poverty requires collaborative working across a range of partnerships. In many cases it will make sense for the Community Planning Partnership process to provide a helpful vehicle to coordinate reports."

Community Planning Partnerships (or similar partnership fora e.g. Glasgow City Poverty Leadership Panel) have therefore often been the structures through which local partnership strategies have been created, agreed and delivered.

Health staff have contributed to reducing child poverty on both a board-wide and locally specific basis. Board-wide actions are delivered through the following existing strategic groups: The Financial Inclusion Group, The Employment and Health Strategic Group and The Equalities and Health Group. At a local level health improvement staff in health and social care partnerships have been integral to, sometimes leading, local partnership planning processes.

NHS GGC staff can and have taken action to increase family incomes and reduce family costs in our role as an employer and in the provision of our service. Staff have also advocated evidence informed action to relevant partners where authority for action lies out with our control. Appendix 1 describes the range of action undertaken in 2018/19 within these categories.

Impact

Action to maximise incomes and reduce costs for pregnant women and families with children through Healthier, Wealthier Children and the Neonatal Expenses Fund have resulted in the financial gains for families in NHS GGC detailed in tables 2 and 3. Referrals and average financial gain have increased substantially between 2017 and 2018 for all services. This could be the result of improved detection of need and/or increasing levels of financial needs.

Table 2. Healthier Wealthier Children referrals and financial gain Jan-Dec 2017 & 2018

Year	Midwifery referrals	Health visiting referrals	Other referrals*	Average gain per family p.a.	Total gain
2017	293	1581	708	£2,100**	£2,498,258
2018	304 (4% ↑)	1965 (24% ↑)	767 (8% ↑)	£2,533**	£4,415,769

*GPs and health care assistants
**Approximately 46% of those referred take up the referral.

Table 3. Money advice referrals from wards and Family Support and Information Service (FSIS) in the Royal Hospital for Children (RHC) and families supported through the Neonatal Expenses Fund 17/18 &

18/19 (Q1-3)

	Number of families supported	Average gain per family p.a.	Income gained
17/18			
Referrals to money advice services from RHC wards and FSIS	361	£6,743	£2,434,358 (income)
18/19 (Q1-Q3)			
Referrals to money advice services from RHC wards and FSIS	332	£8,024	£2,664,077
Neonatal expenses fund	206	£195	£40, 201

4. Future Areas of Development

Appendix 2 details child poverty reduction-relevant actions which are planned for 2019/20.

5. Challenges
- Local action to reduce child poverty necessarily requires relationships, intelligence and influence across a complex range of internal and external policy areas.
- Funding to NHS boards has been provided for one month of reporting activity only and being the same for all boards does not reflect local levels of child poverty or the number of local authority reporting partners.
- Despite clear and compelling evidence of effectiveness in maximising incomes, referral rates from maternity and health visiting services into money advice service are less than we might expect, more work is required to develop relationships between health and money advice services, embed routine enquiry in practice and reduce stigma of accepting a money advice referral.
- Demand for money advice services is increasing at a time of static or decreased funding[6].

6. Recommendations
The Public Health Committee is asked to:
- Note the work undertaken by NHS GGC staff in 2018/19 to meet our statutory duty to contribute to reductions in child poverty rates in Scotland.
- Approve the planned deployment of health resource in pursuit of reduced child poverty levels in 2019/20 as described in our six local area child poverty action reports and summarised in this paper.
- Note the wider partner actions undertaken and planned to reduce child poverty in each of our six community planning partnership areas and continue to influence development of these through appropriate local partnership structures.

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[6] The Improvement Service. *Money Advice Services – Investing in the Future*. 2018. Available from: http://www.improvementservice.org.uk/documents/em_briefing_notes/em-briefing-future-money-advice-svcs.pdf [Accessed Feb 2019].

Actions undertaken by NHSGGC staff to maximise incomes and reduce costs for families in 2018/19

A	Employer-related actions	Poverty driver	Partners involved	Priority Groups [7]	How measure success?	Timeframe
A1	Promotion of NHS career opportunities and pathways into NHS employment via: • schools engagement activity • awareness and guidance sessions for unemployed people in the community • awareness and guidance training sessions for staff in JobcentrePlus and employability advisors in partner agencies • college visits • attendance at community jobs fairs and careers events . A total of 84 events have been hosted in 2018/19	Income from employment	NHS Workforce Employability Team Local Authority Education Services Developing the Young Workforce Regional Groups Jobcentre Plus Clyde Gateway Rosemount Learning Centre Prince's Trust Jobs and Business Glasgow	All	May be possible in future to report activity by SIMD of school, community organisation and report the number of parents reached.	2018/19
A2	NHSGGC pre-employment training programme delivered to 21 people, 13 of whom gained employment following the programme, 11 within NHSGGC.	Income from employment	NHS GGC Workforce Employability Team Clyde Gateway and partner agencies	All	Number of people supported into good quality employment.	2018/19
A3	Apprenticeship opportunities provided for young people including: • 3 Foundation Apprenticeship Engineering placements for senior phase school pupils hosted by hospital based Estates Teams	Income from employment	NHS GGC Workforce Employability Team and range of services across NHS accepting MAs.	All	Number of apprentices securing positive destination	2018/19

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[7] Lone parents, families with disabled member, families with child aged <1y, families with three or more children, BME families.

	• Modern Apprenticeship Programme recruitment (20 MAs starting with NHSGGC in next 6 months).					following programme.
A4	Research on staff financial health needs and creation of an action plan to address those needs.	Income from employment, social security, reduced costs and mitigation of impact.	Public Health, staff participants across range of directorates.	All	As below for actions A5-A7	2018/19
A5	Poverty Awareness training for HR, occupational health and support and information services staff, delivered by Public Health Staff in partnership with Poverty Alliance and Child Poverty Action Group. Training content included Welfare Reform and 'in work' benefits, the rise in 'in work' poverty and the impact of poverty, how to raise the issue of money, the support and resources available and appropriate pathways for referral and signposting staff.	Income from employment, social security, reduced costs and mitigation of impact	Public Health Poverty Alliance Child Poverty Action Group	All	Number of staff trained (100 in 2018/19) Pre and post training assessments Explore feasibility of monitoring number of staff supported through support and information services.	2018-20
A6.	Money advice information to be included with standard Payroll letters informing staff of either move from full to half or half to no pay during sickness absence or recovery arrangements for overpayments.	Income from social security. Reducing household costs.	HR and Payroll staff.	All	Standardisation of process.	2018/19

A7.	Money and debt advice webpage developed for managers and staff on NHSGGC intranet.	Income from social security. Reducing household costs. Mitigation of impact.	Public Health	All	Number of visits to website.	2018/19
A8.	Continued provision and promotion of family-friendly working policies and opportunities.	Income from employment and reduced costs.	HR	All but may particularly benefit lone parents and families with disability.	.	Ongoing
A9.	Continued provision of monthly payment scheme for annual travel cards for staff.	Reduced costs	First Glasgow, ScotRail, Scottish Passenger Transport.		890 staff benefited during 2018 calendar year.	Ongoing
A10	Provision of educational bursaries to support in-work progression for staff.	Income from employment	Learning and Education Team.	All	Number of applications received and awarded by job band.	2018/19
B	**Service-related actions**	**Poverty driver**	**Partners involved**	**Priority Groups**	**How measure success?**	**Timescale**
B1	Four child poverty information sessions reaching 70 staff in total across all HSCP areas, two chaired by Director of Nursing and in collaboration with University of Stirling, to raise awareness of new child poverty legislation and new statutory income maximisation duty , provided for health visiting, family nurse and senior midwifery staff.	Income from social security. Reduced costs	Director of Nursing, public health, health visitors, midwives, family nurses, academic colleagues.	All	Post-event evaluation on knowledge and confidence responding to money worries	2018/19
B2	Development of refreshed staff and patient-facing	Income from	Public Health	All	Number of	2018/19

		social security. Reduced costs	Communications colleagues		referrals from midwifery and health visiting colleagues into money advice services.	
	materials to promote new statutory duty, routine enquiry of financial wellbeing, maternity benefits available and referral pathway into money advice services.					
B3	Development of materials for staff on sources of support for asylum seekers who have no recourse to public funds.	Mitigation of impact	Public Health	All particularly black and minority ethnic families.		2018/19
B4	Further development and promotion of a poverty and financial inclusion e-learning module for staff. 83 staff have completed in 11 months from 1/4/18	Income from social security, reduced costs and mitigation	Public Health	All	Number of staff completing e-module	Ongoing
B5	Face-to-face briefing sessions for new midwives and Royal Hospital for Children staff on assessment of family financial wellbeing. 32 new midwives and 16 RHC staff attended these briefings.	Income from social security, reduced costs and mitigation of impact.	Public Health, midwifery and paediatric staff.	All	Number of staff trained	2018/19
B6	Development of team-level training programme on raising issue of money worries for existing midwifery staff.	Income from social security and reduced costs	Public Health, Glasgow City Health Improvement.	Priority groups highlighted	Increased referrals from midwifery teams into money advice services.	2018/19
B7	Training for new health visitors on financial wellbeing, benefits of income maximisation, referral pathways and broader employability services available from money advice providers.	Income from social security and reduced costs	Public Health HSCP Health Improvement teams.	Priority groups highlighted	Increased referrals from health visiting teams into money advice	2018/20

					services.	
B8	Use of health visiting peer champions for promotion of routine financial health enquiry and referral in Glasgow City HSCP.	Income from social security and reduced costs	HSCP Children and Families Teams and Health Improvement	All	Increased referrals from health visiting teams into money advice services.	2018/20
B9	Training and information for adult health service staff on assessment of patient financial wellbeing. Information provided at nursing induction sessions in both Greater Glasgow and Clyde. FI briefings provided to Diabetes MCN, Beatson and Pulmonary Rehab staff. 78 staff in total attended these sessions.	Income from employment, social security, costs of living and mitigation of impact.	Public Health and range of community and acute adult service staff.	All	Number of staff attending sessions.	2018/19
B10	Inclusion of a question on financial wellbeing in adult acute ward nursing admission documentation and associated staff training. Three training sessions for senior nursing staff and 26 ward briefings delivered.	Income from employment, social security, costs of living and mitigation of impact.	Public Health and acute adult service nursing staff.	All		2018/19
B11	Development of a NHSGGC briefing for organisations representing priority groups on referral pathways from maternal and child services into money advice services.	Income from social security and reduced costs	Public Health		Increased referrals into money advice services for priority groups.	2018/19
B12	Management of the Financial Inclusion, Money Advice service in the Royal Hospital for Children (RHC) which provides parents/carers with a range of services to	Income from social security and reduced	Public Health	All	Number of families' supported,	Ongoing

	support their financial wellbeing including: benefits checking, income and expenditure support, financial capability and budgeting information debt management support, assistance with housing and eviction issues and energy advice. Parents and carers can also access emergency family funds and foodbank vouchers via the Family Support and Information Service co-located with the Financial Inclusion service at the RHC. .	costs. Mitigation of impact.			average and total financial gain.	
B13	Management of neonatal expenses fund for parents or guardians with either premature or sick babies in neonatal care to claim reimbursement for food and travel expenses.	Reduced costs	Public Health	Families with child under age of one.	Number of families supported and average financial gain.	Ongoing
B14	Facilitation of co-location of money advice services with Special Needs in Pregnancy Service (SNiPs) to target income maximisation support and advocacy to those with greatest financial health needs (e.g. average household income for this client group <£6000 per annum).	Income from employment, social security, reduced costs of living and mitigation of impact.	Third sector money advice service SNiPs staff, Glasgow City and Renfrewshire HSCP Health Improvement, Public Health	All, particularly pregnant women, young families.	Number of families' supported, average and total financial gain.	Ongoing
B15	Development of electronic referral pathway into money advice services developed for health visiting staff.	Income from social security, reduced costs.	Public Health, children and families staff, e-health, local authority and third sector money advice providers	All	Increased number of referrals into money advice from health visiting.	2018/20
B16	Regular feedback to health visiting teams on money advice referrals and patterns.	Income from social security and reduced	HSCP health improvement teams	All	Increased number of referrals into	Ongoing

		costs.			money advice from health visiting.	
B17	Analysis of uptake of healthy start food vouchers for low income families to support ongoing promotion to families by midwifery and health visiting staff.	Income from social security	Public Health, midwifery and health visiting teams.	All, particularly Pregnant women and families with children under one.	Increased uptake of health start benefit.	2018/20
B18	Survey of family financial health needs undertaken for families of children with disabilities attending child development centres.	Income from social security and reduced costs.	Families with lived experience of poverty. Specialist Children's Services. Glasgow City Council, Third sector Carers' Centre and Money Advice Services Public Health, Glasgow City HSCP Health Improvement.	Families with a disabled household member.	Increased money advice referrals from CDC staff. Average financial gain of £5000 per family supported.	2018/19
B19	Proposal developed and funding secured for research into the financial impact of pregnancy and possible cost-related barriers to attending antenatal care for low income families living in NHS GGC	Reduce costs, mitigation of impact.	NHS Health Scotland, NHS Ayrshire and Arran, Glasgow Centre for Population Health (GCPH), The Poverty Alliance, Child Poverty Action Group, Midwives, Family Nurses, Health Visitors,	All, with particular focus on pregnant women and families with children under one year and	Funding secured.	2018/19

		Public Health.	inclusion of BME families.		
B20	Financial incentives for pregnant women to stop smoking in pregnancy.	Mitigate impact of poverty	Midwives, Lead Midwives, University of Glasgow, Corporate Communications, HSCP Health Improvement Teams, eHealth, Public Health Directorate, Quit Your Way Services (Pregnancy, Pharmacy, Community, Acute)	All eligible pregnant women.	Number of women who receive full incentives by SIMD. Number and rate of women who maintain quit at 12 and 24 weeks post-quit date.	2018/20
B21	Colocation of money advice service in nine GP practices in deprived areas in North East Glasgow. Over 350 people supported in the first three quarters of 2018/19 with total financial gain of £1,148,423 for those benefiting financially.	Income from social security and reduced costs	Money Advice services, Clyde Gateway, Primary Care Teams, Glasgow City Health Improvement Team	All	Total and average financial gain	2018/19
C	**Advocacy**	**Poverty driver**	**Partners involved**	**Priority Groups**	**How measure success?**	**Timescale**
C1	Child Poverty Action network for local authority and HSCP leads established to co-ordinate board-wide and local area action and to share evidence and best practice across GGC.	All	All six local authorities and HSPCs, NHS Health Scotland, Public Health.	All	A number of supporting resources have been developed for local areas including an evidence	2018 -

					briefing and data guide.	
C2	Development session for local area child poverty leads organised with input from NHS Health Scotland, The Improvement Service and the Scottish Poverty and Inequalities Research Unit – focus on advocacy of automation of local area benefits and return on investment from referrals into money advice services from health service sources.	All	All six local authorities and HSPCs, NHS Health Scotland, The Improvement Service, GCPH, Public Health.	All	A number of areas are now exploring automation of local benefits.	2018/19
C3	Presentations on impact of child poverty on health, new statutory duty and evidence base for local action presented to: - NHS GGC Board Heads of Children's Health and Social Care Services and Area Partnership Forum and also -partnership forums in each local authority area -the national Scottish Local Authority Economic Development Conference.	All	Public Health	Priority risk groups highlighted.	Child Poverty plans discussed at and endorsed by senior strategic partnership committees.	2018/19
C4	Guidance on evidence informed action to reduce child poverty at a local level produced.	All	Public Health	All		2018/19
C5	Guidance on data available at local authority level to measure poverty and its drivers produced.	All	Public Health	All	Indicators being used in local child poverty action reports	2018/19
C6	A range of articles produced for staff news, core brief and hot topics related to child poverty.	All	Communication Staff and Public Health	All	Increased awareness of child poverty legislation amongst staff	2018/19
C7	A blog on evidence informed local action to reduce child poverty written for GCPH -	All	Public Health and GCPH	All	Increased awareness of	2018/19

	https://www.gcph.co.uk/latest/news/861_poverty_isn_t_inevitable_local_action_is_possible				causes of poverty and evidence informed actions which can be taken at local level in local policy makers and practitioners	
C8	A blog on the benefits of integrating money advice into primary care health services written for GCPH https://www.gcph.co.uk/latest/news/877_at_the_deep_end_integrating_money_advice_workers_into_gp_practices	All	Glasgow City Health Improvement Team and GCPH	All	Further roll out of co-location of money advice support in general practice.	2018/19

APPENDIX 2. Planned actions to maximise incomes and reduce costs for families in 2019/20

FA	Employer related actions	Poverty driver	Partners involved	Priority Groups	How measure success?	Timeframe
FA.1	Implementation of the NHS GGC Widening Access to Employment Strategy recommendations with specific action to support parents to access NHS job opportunities	Income from employment.	Widening Access to Employment Strategic Group, Workforce Employability Lead, Public Health Employability partner agencies	All	Number of parents accessing employability programmes going on to sustained employment.	2019/20
FA.2	Explore how we could optimise the impact of our procurement spend on local job creation and/or job quality for low-wage employees[8].	Income from employment	Head of Procurement, Commodity Manager Corporate Services, Public Health	All	Number and type of community benefits gain through capital spend and contracted services.	2019/20
FA.3	Plans in place to deliver Poverty Awareness training to Payroll staff in 2019/2020	Income from employment, social security, reduced costs and mitigation of impact.	Public Health	All	Number of staff trained. Pre and post-training assessments.	2019/20
FA.3	Include information on support for financial wellbeing in attendance	Income from social security and reducing costs of	Public Health and HR	All	Staff know sources of support for financial wellbeing.	2019/20

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[8] Earning less than £17,550 per year whilst working full-time (based on living wage rate of £9 per hour and 37.5h week.

	management policy guidance and processes.	living.				
FA.4	Payslip messages signposting to sources of money advice and support to be issued quarterly from April 2019.	Income from social security and reduced costs of living.	Public Health and Payroll colleagues.	All	Staff know sources of support for financial wellbeing.	2019/20
FB	**Service-related actions**	**Poverty driver**	**Partners involved**	**Priority Groups**	**How measure success?**	**Timeframe**
FB.1	Develop electronic prompt for routine financial health enquiry and promotion of Best Start Pregnancy and Baby grant at 22 week antenatal appointment.	Income from social security.	Maternity services, Public Health.	All, particularly pregnant women	Midwifery referrals to money advice services increase. High levels of uptake of Best Start Pregnancy and Baby Grant in GCC	2019/20
FB.2	Explore development of electronic prompt for promotion of Best Start Grant Nursery and School grant payments at 27month and pre-school health visiting assessments on EMIS Web.	Income from social security	Children and Families, e-Health, Public Health	All	High levels of uptake of Best Start Nursery and School grant payments in GGC.	2019-21
FB.3	Develop quality assurance process for electronic referrals into money advice services from maternity service IT system.	Income from social security and reduced costs of living.	Maternity services, public health, money advice providers.	All, particularly pregnant women.	We can evidence referrals made are being received by the eleven money advice providers across GGC.	2019/20

FB.4	Facilitate targeted co-location of money advice services in vaccination settings in East Dunbartonshire, East Renfrewshire HSCPs.	Income from social security and reduced costs of living.	Children and Families teams, money advice services, health improvement teams.	All particularly families with a child under the age of one.	Referrals made, families engaging with service and financial gain.	2019/20
FB.5	Provide dedicated money advice support for family nurses in North East Glasgow City.	Income from social security, reduced costs of living.	Family nurses, health improvement staff.	All, particular young parents.		2019/20
FB.6	Expand provision of co-located money advice service in GP practices in Glasgow	Income from social security, reduced cost of living	Money advice services, primary care teams, Glasgow Health Improvement Team.	All	Referrals made, average and total financial gain	2019/29
FB.7	Raise awareness of child poverty legislation, statutory duty and available support services with GPs working in Deep End practices.	All	GPs, public health.	All	Increased referrals to money advice services from primary care.	2019/20
FB.8	Undertake research into the cost of the pregnancy pathway to explore the financial impact of pregnancy on low income families and how services can mitigate, given	Reduce costs, mitigation of impact.	Families with lived experience of poverty, NHS Health Scotland, NHS Ayrshire and Arran, GCPH, The Poverty	All, with particular focus on pregnant women and families with children under one year and inclusion of BME families.	Breadth of participants recruited. Useful insights and actionable recommendations generated.	2019/20

	evidence that this can be a point of transition to poverty for some families.		Alliance, Child Poverty Action Group, Midwives, Family Nurses, Health Visitors, Public Health.			
FB.9	Develop questions on money worries for Children's Hospital admission documentation.	Income from social security, reduce costs, mitigation of impact.	Public Health, acute children's services.	All	Families are routinely asked about social health when child admitted for acute care.	2019/20
FB.10	Disseminate findings of family financial health needs of families attending child development centre (CDC) to improve pathways into support services for families of disabled children.	Income from social security, reduce costs.	Public health, specialist children's services	Families with a disabled child	CDC staff are aware of new statutory duty on child poverty, the likely levels of need in families using their service and the benefits or referring to money advice services. Referrals into money advice from CDC's increase.	2019/20
FB.11	Develop child poverty microsite for staff, partners and general public on causes, relevance for health, local rates and current NHS actions.	NA	Public Health	All	Number of visits to site	2019/20
FB.12	Continue to deliver and improve routine financial	Income from social security and	Maternity, family nurse, children and	All, with focus on pregnant women	Recorded enquiry Referrals made	Ongoing.

		reduced costs of living.	family services, public health and health improvement.	and young parents.	Number of families engaged Total and average financial gain.	
health enquiry and referral into money advice in midwifery, family nurse and health visiting services.						
FB.13	Continue to monitor and feedback on income maximisation referrals from maternal and child services.	Income from social security and reduced costs of living.	Public health and health improvement in HSCPs	All	Increasing enquiry and referrals made.	Ongoing.
FB.14	Research into the prevalence of financial hardship in families of children attending outpatient ENT clinics in Royal Hospital for Children	Income from social security, reduced costs.	ENT staff, public health, service users.	All	Completion of results with actionable recommendations to improve health and/or care.	2019/20
FC	**Advocacy**	**Poverty Driver**	**Partners involved**	**Priority Groups**	**How measure success?**	**Timeframe**
FC.1	Analysis and reporting, in partnership with GCPH, on indicators of child poverty and economic, housing, childcare and transport drivers in the Glasgow and Clyde Valley Region.	Income from employment and costs of living.	GCPH, Glasgow City Region, Glasgow City Council, Children's Specialist Services, Public Health, Health Improvement.	All	There is a greater understanding of levels and distribution of determinants of child poverty amongs.t relevant senior decision makers across GGC	2019/20

Contact us

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Equality Impact Assessment

This document should be completed at the start of policy development or at the early stages of a review. This will ensure equality considerations are taken into account before a decision is made and policies can be altered if required.

SECTION 1 - Policy Profile

1	**Name/description of the policy, plan, strategy or programme**	Inverclyde Local Child Poverty Action Report resulting from Child Poverty (Scotland) Act 2017
2	**Responsible organisations/Lead Service**	Organisational Development, Policy and Communications Service
3	**Lead Officer**	Ruth Binks, Corporate Director, Education, Communities & Organisational Development
4	**Partners/other services involved in the development of this policy**	Inverclyde Council, Inverclyde HSCP, NHS GGC and 3rd Sector organisations within Inverclyde are involved in the development of the Local Child Poverty Action Report. The Local Child Poverty Action report requires to be presented to the following Boards/committees:- • Alliance Board • CMT (Corporate Management Team) • IJB (Integration Joint Board) • Policy & Resources Committee • Education & Communities Committee • NHS GGC Board In addition to this, national partners (Improvement Services, SPIRU (Scottish Poverty and Inequalities Research Unit), Scottish Government and NHS Scotland are involved in supporting the development of the Local Child Poverty Action Report.
5	**Is this policy:**	New **X** Reviewed/Revised ☐
6	**What is the purpose of the policy (include any new legislation which prompted the policy or changes to the policy)?**	The purpose of the Report is to reduce the number of children living in poverty. By placing statutory income targets on Government we will focus action on reducing inequality and poverty within the formative

		years of children's lives. The Act sets out four national statutory income based targets to be achieved by 2030. The four targets are:- • **Less than 10% of children live in households that are in relative poverty** • **Less than 5% of children live in households that are in absolute poverty** • **Less than 5% of children live in households that are in combined low income and material deprivation** • **Less than 5% of children live in households that are in persistent poverty** The Act requires that each local authority and relative NHS Health Board must jointly prepare annual Child Poverty Local Action Reports (LAR's). The first report will cover the financial year 2018/19. These annual reports must set out the activity undertaken during the reporting period and those planned going forward to meet the 2030 targets.
7	**What are the intended outcomes of the policy?**	Tackling child poverty means tackling all poverty, ending the cycle of poverty for good. This involves producing actions to maximise household incomes, boost life chances and sustain high quality places where children can thrive and prosper.
8	**Geographical area (Inverclyde wide or a specific location)**	The Local Child Poverty Action Report covers Inverclyde in its entirety, however, Partners have recognised that there are particular communities in Inverclyde that suffer from higher levels of multiple deprivation and experience the greatest inequalities and therefore require targeted support and attention. The Inverclyde Alliance is currently developing its approach to locality planning in Inverclyde and has produced Locality Plans for three areas in Inverclyde which experience the greatest level of inequality and deprivation. The Scottish Attainment Challenge mentioned within the report is specifically targeting schools within communities where there's a predominance of children who live within SIMD 1 and 2.
9	**Is the policy likely to have an impact on any of the elements of the**	**X** Eliminate unlawful discrimination, harassment and victimisation and

	Council equality duty (if yes, please tick as appropriate)?	other conduct prohibited by the Equality Act 2010 **X** Advance equality of opportunity between people from different groups ☐ Foster good relations between people from different groups
10	**Will those who may be directly or indirectly affected by this policy be involved in its development?**	Your Voice (the Inverclyde Community Care Forum) have set up a 'Challenging Inverclyde Poverty' group in which members of the public attend. This will make sure that members of communities affected by poverty are able to get their voices heard on the policies and decisions that most impact their lives and lives of people in their communities.

SECTION 2 – Impact on Protected Characteristics

Which of the protected characteristics will the policy have an impact upon? (see guidance for examples of key considerations under each characteristic)						
	Impact					
Protected Characteristic	**Positive**		**Neutral**	**Negative**		**Reason/Comments**
	High	Low		High	Low	
Age	X					Child poverty in Inverclyde is growing, with more than one in four children estimated to be living in poverty. The whole Child Poverty (Scotland) Act is about children. Children cannot by their own actions remove themselves from household poverty, therefore, the Local Child Poverty Action Report supports children and their families.
Disability	X					Given the high prevalence of poverty for disabled people, families with a disabled adult or child are a priority group in the Tackling Child Poverty Delivery Plan. The employment rate for disabled people is significantly below that for the general population so disabled parents who are able to work may find it difficult to be accepted into paid work. Disability also creates additional costs. These include accommodation, heating, equipment, transport, medical supplies and insurance. As well as the additional costs of living for disabled people, their capacity - and the capacity of other household members - to earn income can be negatively impacted. Depending on the nature of disability one or more household members may be required to act as a carer full or part time which reduces the time that they would be able to undertake paid work.
Gender reassignment			X			
Marriage and civil partnership			X			
Pregnancy and maternity	X					Households with a young child are a priority group in Scottish Government's Tackling Child Poverty Delivery Plan. The Healthier Wealthier Programme offers income maximisation advice for families experiencing child poverty and will aim

						to prevent families from falling into child poverty by working with health and early years services to identify families at risk at an early stage. Consequently the main service groups targeted for providing referrals to Healthier, Wealthier Children income maximisation services will be, in the first instance, midwives and other antenatal service staff, health visitors, oral health and breastfeeding advisers, parenting support workers, and early education staff.
Race	X					According to Scottish Government's Tackling Child Poverty Delivery Plan 2018 – 22, 37% of Minority Ethnic children are living in poverty and fall into the action within the Local Child Poverty Action Group of targeted groups
Religion or belief			X			
Sex (male or female)	X					According to statistics, women have higher poverty rates than men. The large majority of lone parent households are headed by women and these households tend to experience high poverty rates.
Sexual orientation			X			
Other groups to consider (please give details)	X					The Inverclyde Child Poverty Delivery Plan 2018 – 22 has targeted its actions towards six priority areas. Structural factors outwith the control of these households can lead to many becoming trapped in poverty. Often, the main issue is lack of flexibility around work and care, but there are many factors at play including discrimination, which leads to the far higher poverty rates for children in these families as shown below (national figures):- • Lone Parents (36% of children in *relative poverty) • Disabled (30% of children in relative poverty) • 3+ children (30% of children in relative poverty) • Minority Ethnic (37% of children in relative poverty) • Youngest Child Aged <1 (32% of children in relative poverty) • Mothers Aged <25 (44% of children in relative poverty) *This is where some people's low income means that they struggle to participate in 'ordinary' economic, social and cultural activities. In Scotland relative poverty is determined as those earning less than 60% of the national average. While not as extreme as absolute poverty, relative poverty is still serious and harmful.
Fairer Scotland Duty						The Fairer Scotland Duty places a legal responsibility on particular public bodies in Scotland to actively consider how they can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. People in Scotland still experience significant socio-economic disadvantage and

					resulting inequalities of outcome.
					The Fairer Scotland Duty clearly links to the Child Poverty (Scotland) Act 2017, and the National Co-ordinator for Child Poverty also has a role to help public bodies implement the Duty successfully. People who are living in poverty are more likely to suffer from socio-economic disadvantage. The Local Child Poverty Action Report will have a positive impact on reducing inequalities of outcome caused by socio-economic disadvantage as all the actions included in the report are linked to the three main Poverty Drivers – Income from Employment, Cost of Living and Income from Social Security and Benefits in Kind.

What evidence do you have to help identify any potential impacts of the policy? (Evidence could include: consultations, surveys, focus groups, interviews, projects, user feedback, complaints, officer knowledge and experience, equalities monitoring data, publications, research, reports, local, national groups.)

Evidence	Details
Consultation/Engagement (including any carried out while developing the policy)	Inverclyde hosted an event during Challenge Poverty week in October 2018 at the Beacon Arts Theatre "Every Child Every Chance". More than 100 representatives from across the public and third sectors attended this event which provided a robust platform on which to develop the Inverclyde Child Poverty Action Report. A second event is taking place in June 2019. The purpose of this event is to inform delegates of how their input in the past 12 months has informed the Local Action Report 2018/19 and Plan for 2019/20 to impact on child poverty in Inverclyde.
Research	There has been a vast amount of research completed focussing on Child Poverty from national partners including:- • Joseph Rowntree Foundation • Poverty Alliance • Scottish Government • NHS Health Scotland • Child Poverty Action Group • Scottish Equality and Poverty Research Unit • Improvement Services In addition to the research carried out by external partners, they offer support to Local Child Poverty Action Report Leads within Local Authorities.
Officer's knowledge and experience (including feedback from frontline staff).	Actions included within the Local Child Poverty Action Report have been collated from Services within Inverclyde, NHS GGC, Inverclyde HSCP and 3rd Sector. Officers have immense understanding, many years experience and knowledge of their Service Area and the links to poverty.

Equalities monitoring data.	A reduction in child poverty is likely to be of significant benefit to a wide range of people with protected characteristics that often experience higher rates of poverty.
User feedback (including complaints)	
Stakeholders Other	Stakeholders are currently invited to provide feedback on the draft Local Child Poverty Action Report prior to submission on or before 30th June 2019.
What information gaps are there?	

SECTION 4 – CONSEQUENCES OF ANALYSIS

What steps will you take in response to the findings of your analysis? Please select at least one of the following and give a brief explanation.		
1. **Continue development with no changes**		
2. **Continue development with minor alterations**	X	Feedback from stakeholders will be incorporated into the report, as appropriate.
3. **Continue development with major changes**		
4. **Discontinue development and consider alternatives (where relevant)**		
How will the actual effect of the policy be monitored following implementation?		

Inverclyde's Child Poverty Action Group will continue to meet on a regular basis and present progress reports on the delivery of the plan to relevant committees. The Local Child Poverty Action Report will be required to be submitted to Scottish Government on an annual basis, therefore actions will be monitored on an ongoing basis.

When is the policy due to be implemented?

The first Local Child Poverty Action Report is due for submission to Scottish Government on or before 30 June 2019. Following submission of the report, work will continue to ensure that the tasks in Inverclyde relating to child poverty are streamlined, joined-up, makes the best use of resources and that the impact is being monitored.

When will the policy be reviewed?

The Act requires that each local authority and relevant NHS Health Board must jointly prepare annual Child Poverty Local Action Reports (LAR's). These annual reports must set out the activity undertaken during the reporting period and those planned going forward to meet the 2030 targets. Reviewing will be ongoing.

What resources are available for the implementation of this policy? Have these resources changed?

Poverty is multi-dimensional in nature and one organisation alone cannot deliver the change that is required to tackle its root causes. Collaboration is essential to bring resources, knowledge and expertise together that can make lives better for those children and young people in our communities experiencing the greatest inequalities. There are a number of partners involved in the implementation of the Report, examples of which include:-

- Inverclyde Council
- Inverclyde HSCP
- Financial Fitness
- SAMH
- Inverclyde Foodbank
- NHS GGC
- Social Security Scotland

To collate the work being carried out by all Services, Inverclyde Council has recruited a Corporate Policy Officer (Poverty) for a period of 2 years.

Name of Individual(s) who completed the Assessment	
Name(s):	Gail Baxter
Position:	Corporate Policy Officer (Poverty)
Date:	9.4.19
Authorised by	
Name:	
Position:	
Date:	

Please send a copy of all completed forms to Karen Barclay, Corporate Policy Officer at <u>karen.barclay@inverclyde.gov.uk</u>

Inverclyde
council

Report To:	**Policy and Resource Committee**	**Date: 21 May 2019**
Report By:	**Louise Long** **Corporate Director (Chief Officer),** **Inverclyde Health & Social Care** **Partnership**	**Report No:** **SW/32/2019/HW**
Contact Officer:	**Helen Watson** **Head of Service**	**Contact No:** **01475 715285**
Subject:	**DRAFT INTEGRATION REVIEW SELF EVALUATION**	

1.0 PURPOSE

1.1 The purpose of this report is to provide a draft self-evaluation for the review of progress with Integration of Health and Social Care for the Policy and Resource Committee to make comment and provide feedback, prior to submission to the Scottish Government.

2.0 SUMMARY

2.1 The Committee is requested to discuss and agree the process for submitting the self-evaluation document outlining Inverclyde's review of their progress on the Integration of Health and Social Care.

3.0 RECOMMENDATIONS

3.1 That the Committee notes the draft self-evaluation and process for developing final submission and submits comments to the Chief Officer and Head of Strategy and Support for inclusion in the evaluation.

Louise Long
Chief Officer

4.0 BACKGROUND

4.1 In November 2018, Audit Scotland published its review of Health and Social Care Integration in Scotland. That review was considered by the Ministerial Strategic Group (MSG) for Health and Community Care which developed a number of specific proposals in light of the Audit Scotland recommendations. The MSG also requested that each Health Board, Local Authority and Integration Joint Board should undertake a self-evaluation of their progress in relation to those proposals, using a template designed for that purpose.

4.2 Officers in the HSCP have been working with key partners such as the local authority; NHS; CVS; Your Voice and the advisory network; Carers Centre, and the Providers' Forum, to create a draft assessment for discussion.

4.3 The self-evaluation is due for submission to the Scottish Government on 15 May, however it is important that the Policy and Resource Committee approves the assessment and that the Chief Executives (Council and NHS), as well as staff side are comfortable that the assessment is accurate and that the actions coming from the proposals are doable within the prescribed timescales. The Scottish Government has been notified that it will be 31 May before the evaluation can be submitted.

4.4 The evaluation outlines a number of areas that show positive progress and some development work required, particularly focused on finance. Out of a total of 25 proposals, 4 are required to be actioned by the Scottish Government and the other 21 carry responsibilities for IJBs, so these have been the focus for completion.

4.5 The completion exercise has been carried out by a series of meetings as not all questions relate to each group involved, however all who participated have been free to comment on any section of the evaluation. From that process, officers have determined that of the 21 proposals, most have been established. This puts Inverclyde in a strong position moving forward. The final sign-off of the submission should be delegated to the Chair of the IJB.

5.0 IMPLICATIONS

FINANCE

5.1

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	Other Comments
N/A					

LEGAL

5.2 There are no specific legal implications arising from this report.

HUMAN RESOURCES

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

6.0 EQUALITIES

6.1 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.

7.0 CONSULTATION

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

8.0 BACKGROUND PAPERS

8.1 None.

Inverclyde
council

Report To:	**Policy and Resources Committee**	**Date: 21 May 2019**
Report By:	**Louise Long** **Corporate Director (Chief Officer)** **Inverclyde Health and Social Care** **Partnership (HSCP)**	**Report No:** **SW/31/2019/AS**
Contact Officer:	**Allen Stevenson** **Head of Health and Community** **Care** **Inverclyde Health and Social Care** **Partnership (HSCP)**	**Contact No: 01475 715283**
Subject:	**Proposed Wheelchairs (Short Term Access) Scotland Bill**	

1.0   PURPOSE

1.1   The purpose of this paper is to inform the Policy and Resources Committee of Inverclyde HSCP's response to the Proposed Wheelchair (short term access) Scotland Bill.

2.0   SUMMARY

2.1   Please see attached response - Inverclyde HSCP are partially supportive of the proposal, however believe that further consideration is required around the issues identified in the questionnaire responses.

3.0   RECOMMENDATIONS

3.1   The Committee is asked to note the content of the questionnaire.

Louise Long
Corporate Director (Chief Officer)
Inverclyde HSCP

Proposed Wheelchairs (Short-term access) (Scotland) Bill

A proposal for a Bill to ensure the provision of wheelchairs to anyone assessed as needing one on a short-term, as well as on a long-term, basis.

Consultation by Jackie Baillie MSP, Dumbarton Constituency

April 2019

Contents

FOREWORD

Our mobility is something that we often take for granted.

Being mobile enables us to enjoy our freedom and autonomy, to go out to work, to get about our local community, to visit friends – the list is endless. Not being able to get about is very restrictive, it can be isolating and often leaves a person with impaired mobility wholly dependent on others.

If you have a long-term mobility need, of more than 6 months, then the NHS will provide you with a wheelchair, if you need one. The service provided is much appreciated; however if your need is short term, that is for less than 6 months, the help that you receive depends on where you live.

There is no duty on the NHS, or any other public body, to provide short-term wheelchairs for anyone with a mobility problem that is expected to last for less than 6 months.

For example, a patient well enough to be discharged from hospital in my area, but with a mobility problem that would require access to a wheelchair for a short period of time, simply wouldn't get one. This means patients with short-term mobility issues are forced to either pay for a wheelchair, out of their own pocket, despite only needing it for a short period, or rely on being able to access wheelchairs provided by charities.

One such charity is the British Red Cross. It does a fantastic job providing temporary wheelchairs in my local area but this service is not available in every part of Scotland. In addition, its funding is limited and the demand for wheelchairs is growing. There are other voluntary sector providers but whether you can get short-term access to a wheelchair is a postcode lottery.

Not being able to access a wheelchair when you have a clear short-term mobility need can lead to a delay in discharge from hospital; prolong your rehabilitation; slow down your reablement and have much wider emotional, social and financial impacts.

Creating a statutory duty to provide short-term access to wheelchairs where it is appropriate to do so is a relatively small change, but it is one that can make a real difference to people's lives.

I thank you in advance for helping to shape this Member's Bill. Your input is much appreciated.

Best wishes

JACKIE BAILLIE MSP
5 April 2019
HOW THE CONSULTATION PROCESS WORKS

This consultation relates to a draft proposal I have lodged as the first stage in the process of introducing a Member's Bill in the Scottish Parliament. The process is governed by Chapter 9, Rule 9.14, of the Parliament's Standing Orders which can be found on the Parliament's website at:

http://www.scottish.parliament.uk/parliamentarybusiness/17797.aspx

At the end of the consultation period, all the responses will be analysed. I then expect to lodge a final proposal in the Parliament along with a summary of those responses. If that final proposal secures the support of at least 18 other MSPs from at least half of the political parties or groups represented in the Parliamentary Bureau, and the Scottish Government does not indicate that it intends to legislate in the area in question, I will then have the right to introduce a Member's Bill.   A number of months may be required to finalise the Bill and related documentation. Once introduced, a Member's Bill follows a 3-stage scrutiny process, during which it may be amended or rejected outright. If it is passed at the end of the process, it becomes an Act.

At this stage, therefore, there is no Bill, only a draft proposal for legislation.

The purpose of this consultation is to provide a range of views on the subject matter of the proposed Bill, highlighting potential problems, suggesting improvements, and generally refining and developing the policy. Consultation, when done well, can play an important part in ensuring that legislation is fit for purpose.

The consultation process is being supported by the Scottish Parliament's Non-Government Bills Unit (NGBU) and will therefore comply with the Unit's good practice criteria. NGBU will also analyse and provide an impartial summary of the responses received.

Details on how to respond to this consultation are provided at the end of the document.

Additional copies of this paper can be requested by contacting me at The Scottish Parliament, Holyrood, Edinburgh, EH99 1SP.

Enquiries about obtaining the consultation document in any language other than English or in alternative formats should also be sent to me.

An on-line copy is available on the Scottish Parliament's website (www.parliament.scot) under Parliamentary Business / Bills / Proposals for Members' Bills.

AIM OF THE PROPOSED BILL

This Bill aims to create a statutory duty to provide an attendant controlled[1] or occupant propelled[2] manual wheelchair on a short-term basis, free of charge, for people who have a short-term mobility need.

Currently, there is no statutory obligation on either the NHS, Health & Social Care Partnerships[3] or local authorities to provide short-term wheelchairs. This leaves many people who have a short-term mobility need,

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[1] An attendant controlled manual wheelchair is a wheelchair that is maneuvered and controlled by a person standing at the rear and pushing on handles incorporated into the frame.
[2] An occupant propelled manual wheelchair is like an attendant controlled wheelchair but generally has push-rims on the rear wheels to allow the user to manoeuvre the chair themselves.

which limits their ability to maintain their daily life, either without access to a wheelchair or having to borrow one from the voluntary sector or buy one themselves.

This consultation document sets out the case for introducing a statutory duty to provide short-term access to wheelchairs in Scotland. It explores the different methods for a statutory duty to be implemented and seeks your views on which body would be the most appropriate body to deliver this provision.

BACKGROUND

Why is short-term access to wheelchairs needed?

An individual may have a short-term need for a wheelchair in a wide variety of circumstances; however, the proposed focus of this Bill would be on:

- those who have a medical condition which is having a temporary impact on their mobility; and
- those who have a permanent need and have been assessed as requiring a wheelchair by an NHS Wheelchair Service but have a short-term wait before they receive their wheelchair.

The circumstances which may lead to an individual experiencing a short-term mobility need could include, but are not limited to:

- a fracture or other significant injury to their foot, ankle, knee, leg, hip or pelvis;
- surgery on their foot, ankle, knee, leg, hip or pelvis;
- a health condition or infection which impacts on their ability to stand or walk short distances such as arthritis, auto-immune conditions, respiratory conditions, strokes, sepsis; and
- a medical treatment which impacts on their ability to stand or walk short distances such as chemotherapy or surgery.

In these cases, the individual's mobility will generally improve after a period of recovery and reablement.

What does short-term mean?

A short-term mobility need, arising from a medical or clinical condition, is usually interpreted as a need which is expected to last less than 6 months.

This is a distinction which is used by NHS wheelchair providers to distinguish between people's long-term wheelchair needs, that they have obligations to meet, and their short-term wheelchair needs, on which legislation is silent.

Some NHS services will, on a discretionary basis, make provision for short-term access to wheelchairs, but the approach across Scotland is inconsistent and depends on where an individual lives.

Ultimately, this distinction results in a gap in wheelchair provision and short-term wheelchair needs are, in the main, not met. This can lead to a number of potential consequences for individuals which will be discussed later in this document.

What is the legislative framework in relation to wheelchair provision?

There does not seem to be an explicit duty on the NHS to provide wheelchairs. The current provision seems to stem from the more general functions and duties placed on Health Boards within the National Health Service

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[3] Health and Social Care Partnerships, (HSCPs) are the organisations formed as part of the integration of services provided by Health Boards and Councils in Scotland. Each partnership is jointly run by the NHS and local authority. HSCPs manage community health services and create closer partnerships between health, social care and hospitalbased services. https://www.nhsggc.org.uk/patients-and-visitors/community/health-and-social-care-partnerships/

(Scotland) Act 1978, for example, section 36 on accommodation and services and section 37 on prevention of illness, care and after-care.[4]

Section 46 of the 1978 Act deals specifically with the provision of vehicles for persons suffering from physical defect or disability, and states:

> *"The Secretary of State may provide invalid carriages for persons appearing to him to be suffering from severe physical defect or disability, and, at the request of such a person, may provide for him a vehicle other than an invalid carriage."*

[4] Section 1: https://www.legislation.gov.uk/ukpga/1978/29/section/1
Section 36: https://www.legislation.gov.uk/ukpga/1978/29/section/36
Section 37: https://www.legislation.gov.uk/ukpga/1978/29/section/37
Section 46: https://www.legislation.gov.uk/ukpga/1978/29/section/46
In this context, an invalid carriage is defined as a:

> *"… mechanically propelled vehicle specially designed and constructed, and not merely adapted, for the use of a person suffering from some physical defect or disability, and used solely by such a person."*

These general functions and duties taken together could be read to require that wheelchairs should be made available. Section 46 of the Act contains the most explicit provision relating to transport for those with a disability, but it does not make specific reference to wheelchairs and does not amount to a duty. Additionally, the Act does not differentiate between a long and short-term need.

In practice, although there is no explicit duty to provide wheelchairs within legislation, NHS boards currently provide wheelchairs through NHS Wheelchair and Seating Services. These centres work to the same nationally-agreed eligibility criteria[4] which states that in order for an individual to be eligible they must be, among other criteria, "permanently limited in their mobility."[5] In practice "permanently" is interpreted as 6 months or longer.

Clearly, this fails to recognise temporary or short-term mobility needs, which leads on to the resulting gap in short-term provision. An individual with a short-term or temporary mobility need could also derive significant improvement to their quality of life, during the time they are experiencing restricted mobility, from the provision of a manual wheelchair. However, the current legislation covering the provision of wheelchairs, and the nationally agreed criteria stemming from this, can and do act as a barrier to access.

Local authorities, through their social work and housing duties, and the NHS have responsibility for providing community equipment and adaptations.[6] However nonbinding statutory guidance in Circular SDD 40/1985 (Provision of aids, equipment and house adaptations for disabled people living at home) suggests how the division of responsibility for providing adaptions and equipment might be identified between the NHS and local authorities. It suggests that responsibility for providing equipment relating to the management of an illness and required on medical grounds falls to the NHS. This specifically mentions wheelchairs as an example.

As a result of this, Local Authorities, the NHS, and Health and Social Care Partnerships can opt to offer short-term wheelchair provision but, unlike long-term provision, have no responsibility to provide it.

The focus of my proposal is to address the current unmet need for short-term access to wheelchairs, given the apparent lack of provision currently being faced by those in need. There is however a risk of unintended

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[4] ReTIS, Wheelchair and Seating Service Wheelchair Eligibility Criteria: http://www.retis.scot.nhs.uk/wheelchaircriteria.html

[5] Criteria for the Provision of an Attendant Controlled Manual Wheelchair (AC), Version 23.7.2014 http://www.retis.scot.nhs.uk/pdf/PACMW.pdf

[6] Social Work (Scotland) Act 1968; Chronically Sick and Disabled Persons (Scotland) Act 1972; Housing (Scotland) Act 1987, Part 8; National Health Service (Scotland) Act 1978.

consequences in passing legislation that requires wheelchairs to be provided on a short-term basis, whilst the current long-term provision is not underpinned by legislation.

I want to be clear that I do not propose to alter the way the current system works in practice for those with a long-term need for a wheelchair, as it works well. I will however consider further, in the light of consultation responses, whether that long-term provision also needs a clearer statutory basis. That said, I do not believe that a Members' Bill is the right place to do this. Your views on this issue will therefore be very welcome.

Current provision for short-term access to wheelchairs across Scotland

While both the NHS and local authorities can opt to provide short-term wheelchair loans, they have no obligation to do so.

Scotland has five NHS Wheelchair services, each covering different geographic areas. The criteria for accessing NHS Wheelchair services for short-term provision varies depending on NHS area.[7]

Organisation	Temporary Wheelchair Provision
Highland Wheelchair and Seating Service (HWSS) (NHS Highland)	No
West of Scotland Mobility and Rehabilitation Centre (WestMARC) (NHS GGC)	No
Tayside Orthopaedic and Rehabilitation Technology Services (TORT) (NHS Tayside)	Issued on grounds of immediate medical needs (e.g. post-op) only
Mobility and Rehabilitation Service (MARS) (NHS Grampian)	No
Southeast Mobility and Rehabilitation Technology (SMART) (NHS Lothian)	No

Out of the five NHS Wheelchair services, one offers short-term wheelchair provision on a restrictive basis to meet immediate medical needs only. A response to a Freedom of Information Request from one NHS wheelchair provider stated there were no formal criteria to define immediate medical needs and therefore it is difficult to clearly establish what needs it would incorporate.

The other three NHS wheelchair providers do not appear to offer short-term provision and would generally direct those with short-term needs to the British Red Cross.

One community equipment provider, covering a number of local authorities, has also piloted an approach to providing wheelchairs on a short-term basis through community equipment services.

This demonstrates the difference in approaches to providing short-term access to wheelchairs across health and social care. Such variation results in some people getting short-term access to a wheelchair and the positive impacts it can bring, and others not, resulting in negative impacts on their quality of life. These negative impacts will be discussed later in this document.

All other short-term wheelchair need is met through individuals borrowing wheelchairs from the voluntary sector or individuals purchasing the wheelchair themselves. However, there are even inconsistencies here which affect people's ability to access a wheelchair. For example, there is evidence from the British Red Cross report
"Maintaining mobility"[8] that there are inconsistent approaches to advice given around short-term wheelchair provision by health professionals. Some suggest contacting the British Red Cross to individuals with a short-term need for a wheelchair, while others do not have this conversation.

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[7] Freedom of Information Requests sent on 14/12/18 to all five wheelchair centres.
[8] Kantar Public (2018). Maintaining mobility – understanding the unmet need for short-term mobility aids. British Red Cross. https://www.redcross.org.uk/maintaining-mobility

This adds to the variation and inconsistency experienced by people with short-term mobility needs and results in unmet mobility needs, and the negative outcomes of that.

The case for a statutory duty

While there is some good practice in Scotland in relation to the short-term provision of wheelchairs, the current situation arguably demonstrates that without a legal obligation to provide short-term access to wheelchairs, Local Authorities, the NHS, and Health and Social Care Partnerships are unlikely to consistently and systematically offer access to wheelchairs on a short-term basis, and the viability of the voluntary or private sector to continue to meet this need is not guaranteed.

This limits the impact that short-term wheelchair provision can have in relation to the Scottish Government's policy aims outlined in the 2020 Vision,[9] which states that:

> *"There will be a focus on ensuring that people get back into their home or community environment as soon as appropriate, with minimal risk of readmission"*

Similarly, the Health and Social Care Delivery Plan also covers the themes of prevention, self-management and returning and recovering in the home environment.[11] What research tells us

As the balance of care continues to shift from a hospital setting to people's homes and communities, access to appropriate aids, specifically wheelchairs, can play an important role in giving people the practical help that will assist them to recover outside of hospital.

Recent UK wide research by the British Red Cross[10] found that many people with a short-term mobility need simply weren't aware that using a wheelchair would be of benefit to them, or if they were, didn't know how to access one. As the NHS does not usually offer wheelchairs on a short-term basis, the research found that this was not always an option which health professionals fully discussed with people. At the same time, individuals wanted and expected health professionals to tell them about, or even prescribe for them, the aids that would help their recovery. The lack of a consistent approach contributes to this variation in advice.

This research found that of those who were surveyed and had an unmet mobility need:

- 65% experienced significant negative impact on their quality of life;
- 34% of those who were employed and had an unmet need had to leave employment altogether; and
- 44% of people with an unmet mobility need thought that they would have benefitted from access to a wheelchair.

In contrast, the same report illustrated the positive impact that having short-term access to a wheelchair can have including; helping speed up recovery time, enabling someone to get back to work, improving mental health and wellbeing, increasing independence and reducing isolation.

- 90% said it was very helpful and enabled them to manage day to day activities;
- 87% said it made it easier for family and friends to help them;
- 49% said their wheelchair hastened their recovery time; and
- 72% saw the value of a wheelchair in preventing further injury.

In addition to this there are also potential economic benefits from providing short-term access to a wheelchair. They can enable people to stay in work, reduce caring responsibilities for families, and speed up recovery

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[9] Scottish Government (2011). 2020 Vision. https://www2.gov.scot/Topics/Health/Policy/2020-Vision. [11] Scottish Government (2016). Health and Social Care Delivery Plan. https://www.gov.scot/publications/healthsocial-care-delivery-plan/
[10] Kantar Public (2018). Maintaining mobility – understanding the unmet need for short-term mobility aids. British Red Cross. https://www.redcross.org.uk/maintaining-mobility

time. Giving individuals short-term access to a wheelchair could also reduce pressure on the NHS by facilitating timely discharge, avoiding costly home visits and reducing late or missed appointments.

Along with the survey, the report presented eight case studies from four geographic locations across the UK, including Edinburgh. These case studies identified several common themes and issues for people who experienced a short-term mobility need but did not access a wheelchair.

Participants in the case studies reflected that they felt increasingly isolated during the time their mobility was restricted. They spoke of the difficulties they faced as a result of becoming housebound, and reflected how this affected their emotional wellbeing, with more than one saying that they went on to develop depression and anxiety.

Other issues that were identified included difficulties managing everyday life which led to a dependency on others. People interviewed talked about how the challenges of not being able to get around, in some cases even within their own home, made it extremely hard to carry out normal day to day activities such as bathing, making dinner or going shopping. This frequently resulted in them having to be dependent on others, which also contributed to their declining emotional wellbeing.

Health professionals interviewed as part of the research acknowledged that not providing a wheelchair could result in additional strain and pressure on NHS resources. This could be in the form of missed or late appointments, costly home visits, or in some cases a deterioration in the individual's health.

It should not be left to an ad hoc approach to ensure that an individual's basic medical needs are met. The introduction of a statutory duty for the short-term provision of wheelchairs will ensure that people with a short-term need for a wheelchair can easily access one and benefit from the positive outcomes that it can help to deliver. It will also ensure that the health and social care system avoids the unintended and currently unreported financial consequences of this gap in provision.

Estimations of the demand

The British Red Cross conducted a survey of 1,105 people in Scotland, and found that 12% (130 people) had experienced a serious short-term mobility need at least once in the past two years.[11]

Of the 130 people who had experienced a serious short-term mobility need:

- 81% (105 people) reported that they had issues with everyday living during their most recent experience of need;
- Of these:
    o 30% (31 people) had not been able to access any mobility aids; and o 9% (9 people) had access to a wheelchair.

Of those who had issues with everyday living and had not had access to a wheelchair (96 out of 105), 17% agreed that a wheelchair would have helped with daily living (this is 1.5% of respondents).

Based on the above it can be projected that around 1.5% of Scotland's adult population
(around 68,000) may have had an unmet need for a wheelchair in the past two years.[12]

DETAIL OF THE PROPOSED BILL

The factors outlined above set out a strong case for the introduction of a statutory duty. This section sets out how I propose to achieve this through the Bill.

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[11] This survey was conducted in January 2019 by the British Red Cross. The BRC currently have no plans to publish these findings more widely.

[12] Using a baseline figure of 4,507,358 (those over 16 in Scotland)

Source: https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/populationestimates/mid-year-population-estimates/population-estimates-time-series-data 4,507,358 x 1.5% = 67,610.

There are a number of ways which a Bill such as this could be taken forward. I would welcome your views on which options you believe would be the most appropriate.

Establishing a duty to provide short-term access to a wheelchair

The Bill would establish a duty to provide a wheelchair on a short-term basis to anyone with a (defined) short-term mobility need.

This would include the provision of a wheelchair to enable discharge from an NHS hospital, or following treatment by a GP or another NHS professional. It would not apply to discharge from a private hospital.

The Bill would be focussed on providing access to attendant controlled or occupant propelled manual wheelchairs; it would not include access to specialist chairs. The reason for this is that as the mobility need is short-term, a standard wheelchair, which meets weight and height requirements for the individual using it, should be sufficient to meet their needs.

As part of this a timeframe for the provision of a wheelchair could also be set out. Given that needs are short-term, I propose that this Bill should set out a maximum acceptable and realistic timeframe for providing a wheelchair. This could be either 24 hours, 48 hours or 72 hours from when an individual is assessed and is ready to use a wheelchair. I would welcome your views on which option you believe would be reasonable both for the individual and the provider.

Definition of short-term need

This Bill would establish a statutory duty for the provision of short-term access to wheelchairs. Part of this would include defining the meaning of short-term. Given that current practice by NHS Wheelchair and Seating services determines that a need which is over 6 months is permanent, the proposal put forward for this Bill is that a short-term need would be defined as a need which is expected to last 6 months or less.

This definition would ensure that the current gap in provision for those with needs lasting for less than 6 months would be fully covered in the Bill. This would in effect mean that everyone with a mobility need resulting from a clinical or medical situation would have access to a wheelchair, regardless of how long their mobility need lasts, either through existing practice, or new obligations introduced through this Bill.

Where should this duty be placed?

Given how the responsibility for aids, adaptions and equipment is currently met, there are different options for where this duty could be placed. The options are that the duty is placed on the NHS (i.e. Health Boards) or that it is placed on Health and Social Care Partnerships. There are 14 regional Health Boards that together cover all of Scotland, and 31 "integration authorities" which are often referred to as "Health and Social Care Integration Partnerships".

The Bill would not propose to specify how the body should deliver this provision, it would only establish the responsibility for it to be provided.

Furthermore, whichever body has the duty placed on them could opt to meet their obligations by commissioning the provision from an external organisation.

Ultimately, it would be for the body itself to decide how to meet their obligations.

National Health Service

If the duty was placed on the NHS, one option could be that it delivers short-term provision through its established Wheelchair and Seating Services. These services currently provide wheelchairs to individuals with permanent needs, therefore they are already providing attendant controlled manual wheelchairs and occupant propelled manual wheelchairs.

These services usually require a referral into the service, and may have waiting times between a referral being sent, an assessment of need being made by an appropriate health professional, and the wheelchair being delivered. In addition to this, given they are currently focussed on long-term need it would be critical that adding the responsibility of short-term need to the remit would not result in delays for those accessing long-term provision.

Integrated Authorities (Health and Social Care Partnerships)

If the duty was placed on, or delegated to, Health and Social Care Partnerships, they could opt to provide short-term access to wheelchairs through their established community equipment and adaptation services.

In both cases it would need to be assessed whether or not the individual already has access to a wheelchair of their own, then if necessary either provide a wheelchair directly, or commission provision from an external organisation.

Given your knowledge, expertise and experience in relation to these issues I would welcome your views on where you believe the duty should sit, either with NHS or with Health and Social Care Partnerships.

How to deal with additional details

In setting up such a duty, aspects such as the assessment process, referral process, qualifying criteria will be relevant. It is my preference that the details relating to these aspects would not be outlined on the face of the Bill. Instead I would prefer to give Scottish Ministers powers to deal with these matters through regulations and guidance. Alternatively, these matters could be delegated to each NHS Board or Health and Social Care Partnership.

The benefits of such an approach include keeping the Bill simple, not being too prescriptive and allowing for potential changes to needs and demands to be reflected without legislative change. This approach would also enable Ministers, and those with expertise in this area, the discretion to implement the obligations as they see fit.

I want to stress that my proposal is about ensuring those who would benefit from a short-term wheelchair have access to one. It is likely that any assessment would need to involve the views of relevant medical professionals to help ascertain whether access to a wheelchair was the most appropriate mobility aid for that individual, in their particular circumstances; with the well-being and safety of the individual being paramount. For this reason, I believe those with expertise are best placed to set out the detail of how this should be done.

I am further proposing that this Bill should include a provision enabling Scottish Ministers to issue Directions to relevant statutory bodies on how to implement their duties.

This would ensure that Ministers are able to instruct the public body with responsibility for the obligations to implement their duties, ensuring that short-term wheelchair provision is delivered in practice.

Requirement for Scottish Government to monitor, review and report on the measures

Lastly, I propose that the Bill would require Scottish Ministers to monitor and review the legislation and report back to the Scottish Parliament on how it is working.

This would enable the Scottish Parliament to retain oversight of the performance, impact, quality and needs of short-term wheelchair provision. It could also be a mechanism to monitor whether the new legislation, and the

introduction of a statutory provision for those with a short-term need, was having an impact on the more general provision.

I am seeking views on whether you think this reporting should be required on a yearly, two-yearly, three-yearly or five-yearly cycle. My preference is for this to happen on a three-yearly cycle. This would allow a balance between effective oversight and the additional responsibility of reporting.

Who will be affected by this Bill?

It is expected that this Bill would impact on people who have a short-term mobility need, including children; and on the NHS, health and social care partnerships, GPs, voluntary sector wheelchair providers and private sector wheelchair providers.

Impact on people with a short-term mobility need

The Bill should have a positive impact on people with short-term mobility needs. Research discussed earlier in this document has shown that having access to a wheelchair can help people manage day to day life, maintain their social connections and hasten their recovery.[13]

Impact on the NHS

The Bill could have many positive advantages for the NHS. It could play a role in tackling delayed discharge and prevent people's needs from escalating. As mentioned previously, research undertaken for the British Red Cross found that providing a wheelchair could deliver cost savings through avoiding other more expensive interventions. Although this research was undertaken in England the issues it highlights are applicable to many people who experience a short-term mobility need. It found overall health and social care savings ranged from £469 to £4,607, with an average saving of £1,676 to the health system in the cases presented.[14]

Given the links between restricted mobility and increased risks of not being able to get out and about and the resulting negative impact on social connections, isolation and loneliness, providing a short-term wheelchair could limit these negative impacts, which are known to have significant health implications. Indeed, in the British Red Cross Maintaining Mobility report, 77% of participants who accessed a wheelchair stated that having it allowed them to get out and about more.

The Campaign to End Loneliness highlights that people who are lonely have a 26% increased likelihood of dying earlier. In addition to this, findings show that people who are lonely have a higher use of medication, higher incidence of falls and increased risk factors for long-term care. They are more likely to undergo early entry into residential or nursing care and use Accident and Emergency services when they do not have chronic illness.[15]

Depending on the delivery method chosen, the Bill could possibly place an additional duty on the existing NHS Wheelchair services. Meeting these duties would have an increased financial implication, even if there are savings elsewhere in the system resulting from this intervention.

Impact on Health and Social Care Partnerships

The Bill could have implications for health and social care partnerships dependent on where duties to meet this need are placed. This would have a financial implication for the partnerships, and their staff, who will be required to meet the obligations of the proposed Bill.

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[13] Kantar Public (2018). Maintaining mobility – understanding the unmet need for short-term mobility aids. British Red Cross. https://www.redcross.org.uk/maintaining-mobility

[14] McNulty, A., Carter, C., Beswick, J. (2015). Putting the Wheels in Motion: Assessing the value of British Red Cross short-term wheelchair loan. British Red Cross. https://www.redcross.org.uk/about-us/what-we-do/researchpublications

[15] Campaign to End Loneliness, Threat to Health, https://www.campaigntoendloneliness.org/threat-to-health/ accessed on 16 January 2019.

Impact on GPs and other clinicians/health professionals

GPs and other clinicians/health professionals may also be impacted by the proposed Bill in that they may see individuals who require short-term access to a wheelchair and would be able to refer patients to facilitate access.

Impact on the voluntary and private sector wheelchair providers

The Bill may impact on demand for voluntary and private sector wheelchair provider services. It is not my intention that this Bill should displace the role currently played by the voluntary sector; however, depending on the method of provision chosen, the voluntary sector may be commissioned to provide services on behalf of the NHS or Health and Social Care Partnerships.

Financial Implications

Meeting the duties of the proposed Bill is likely to have a financial implication. There would be costs in relation to procuring additional wheelchairs, administering the provision and ongoing maintenance of the equipment. However, as wheelchairs and other forms of community equipment are already currently provided by statutory bodies for long-term mobility issues, it may be that some of the short-term provision of wheelchairs could be met through these already established services which would reduce any additional administrative costs.

A face-to-face survey conducted for the British Red Cross in Scotland estimates that those with an unmet short-term need for a wheelchair could be as many 1.5% of the adult population over a two-year period.[16] When the survey results are extrapolated to the Scottish population as a whole this equates to approximately 68,000 people over 2 years.[17]

This figure provides an estimate, but it may be that need for short-term wheelchair access is higher or lower than this.

It is challenging to give an estimation of costs as current NHS wheelchair providers and community equipment providers who are providing some level of short-term provision were unable to indicate the financial costs associated with provision, as it is not systematically recorded.

The figures below from the British Red Cross, which is the largest provider of short-term wheelchair loans in Scotland, have been used to give an indication of costs. Whilst they may not necessarily represent the model of delivery that would be implemented, they do provide some understanding of the parameters that could help determine costs.

British Red Cross currently make short-term wheelchair loans across Scotland. In 2018 they loaned 5,381 wheelchairs to 4,818 people. In order to meet the 5,381 loans, they needed 1,700 wheelchairs. The estimated cost of a wheelchair is £150, and it costs the British Red Cross approximately £8,500 per year for replacement wheelchairs and spare parts for repairs. A wheelchair has an approximate lifespan of 10 years.

Based on their operating costs and model, which includes staffing and volunteer costs, training and development costs and building costs, a British Red Cross short-term wheelchair loan costs on average £51 per loan, based on an average loan duration of eight weeks.

There are also potential savings to be made through the short-term provision of a wheelchair. The British Red Cross undertook research in 2015[18] which sought to examine the potential costs and savings of short-term

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[16] See "Estimations of Demand" section on page 11 of this document.

[17] In person survey of 1105 adults (16+) in Scotland, carried out by Kantar/TNS between 21st November- 18th December 2018. Estimate based on people who had a serious short-term mobility aid need, didn't have access to a wheelchair, and agreed that a wheelchair would have helped with daily living in some way, such as by enabling them to see their family and friends, get to work or get to doctor, hospital or physiotherapy appointments.

[18] McNulty, Carter, C., Beswick, J. (2015). Putting the Wheels in Motion: Assessing the value of British Red Cross short-term wheelchair loan. British Red Cross. https://www.redcross.org.uk/-/media/documents/about-us/researchpublications/health-social-care-

access to a wheelchair. The report examined nine case studies and found potential health and care savings ranging from £469 to £4,607 with an average saving of £1,676.

Research undertaken by Arthritis Research UK, Room to Manoeuvre (2018) also explored the issues surrounding aids and adaptations for people living with arthritis. From the survey it conducted it found that 95% of respondents using aids and adaptations felt they had a positive impact on their quality of life, and 79% said they improved their ability to live independently. Furthermore, the report cited a survey undertaken by the Royal College of Occupational Therapists in 2015 in which 96% of occupational therapists responded that home adaptations can reduce the need for formal care.[21] While this is not specific to wheelchairs, what this survey arguably demonstrates is the role that provision of appropriate equipment can play in reducing demand for formal support services.

Equalities

An initial equalities impact assessment has been carried out by the Non-Government Bills Unit. This assessment identified advantages for several groups, in particular around disability and age.

It can be argued that the current provision of wheelchairs discriminates against those with a short-term mobility need. The proposal aims to address this inequality.

Older people are more likely to have mobility issues following medical treatment and are also more likely to be negatively affected by lengthy stays in hospital. The provision of short-term access to a wheelchair could allow, where appropriate, many older people to return home sooner following treatment, reducing the amount of time they need to spend in hospital and aiding their recovery.

Some individuals may not be properly made aware of the options that are currently available within the voluntary sector due to English being understood only a little or not at all. If short-term access to wheelchairs were to become routine for those patients that need them then it would be clearer what people were entitled to, making any language barrier less of an issue.

There were no significant disadvantages to any group identified. It was however noted that the proposal could result in some individuals with caring responsibilities being required to take on additional duties if the individual they care for leaves hospital earlier than they would have done following the provision of a wheelchair. This would need to be considered during any assessment for provision by medical professionals.

It was also noted that the proposal may lead to more wheelchair users making use of public transport and other facilities which may lead to those with long-term mobility needs finding it more difficult to access some facilities on occasion, though this is anticipated to be a rare occurrence.

Sustainability

The outcome of an initial sustainable development impact assessment suggests that the proposed Bill can be sustainably delivered.

The proposal aims to allow more people to leave hospital earlier, where appropriate, following medical treatment. This will allow those individuals to return to their community, maintaining a greater degree of independence. It could also allow these individuals to access green spaces, to maintain their links with family, friends and the wider community, all allowing them to continue to take part in the life of their local area. Leaving hospital earlier, in addition to the impact on delayed discharges which would allow more people to receive timely NHS treatment, could potentially also help to reduce the number of hospital-acquired infections.

This analysis also highlighted some areas for further consideration should the Bill be enacted. It was noted that short-term access to a wheelchair may not be appropriate in all cases. Some individuals may benefit from

and-support/brc-wheels-in-motion-july-2015.pdf   [21]   Arthritis Research UK (2018), Room to manoeuvre. Versus Arthritis https://www.versusarthritis.org/media/1671/room-to-manoeuvre-report.pdf

a different type of mobility aid, and many homes will simply not be accessible with a wheelchair. It is for these reasons that an assessment process will be vital to ensure that wheelchairs are only provided to people who need them and can make use of them. Similarly care will need to be taken to ensure that the availability of a wheelchair does not put pressure on someone to return home who, for other reasons, may not feel ready to do so.

Consideration should be given to the quality of wheelchairs purchased to ensure value for money and that wheelchairs can be easily maintained and reused by multiple users. Consideration should also be given to establishing a system of collection, maintenance and, where necessary, recycling or disposal of wheelchairs.

QUESTIONS

ABOUT YOU

(Note: Information entered in this "About You" section may be published with your response (unless it is "not for publication"), except where indicated in **bold**.)

1.   Are you responding as:

     X an individual – in which case go to Q2A on behalf of an organisation? – in which case go to Q2B

2A.   Which of the following best describes you? (If you are a professional or academic, but not in a subject
         relevant to the consultation, please choose
         "Member of the public".)

☐	Politician (MSP/MP/peer/MEP/Councillor)
X	Professional with experience in a relevant subject
☐	Academic with expertise in a relevant subject
☐	Member of the public

     Optional: You may wish to explain briefly what expertise or experience you have that is relevant to the
     subject-matter of the consultation:

2B.   Please select the category which best describes your organisation:

X	Public sector body (Scottish/UK Government or agency, local authority, NDPB)

☐	Commercial organisation (company, business)
☐	Representative organisation (trade union, professional association)
☐	Third sector (charitable, campaigning, social enterprise, voluntary, non profit)

☐	Other (e.g. clubs, local groups, groups of individuals, etc.)

Optional: You may wish to explain briefly what the organisation does, its experience and expertise in the subject-matter of the consultation, and how the view expressed in the response was arrived at (e.g. whether it is the view of particular office-holders or has been approved by the membership as a whole).

3.   Please choose one of the following:

☐   I am content for this response to be published and attributed to me or my organisation
☐   I would like this response to be published anonymously
☐   I would like this response to be considered, but not published ("not for publication")

If you have requested anonymity or asked for your response not to be published, please give a reason. **(Note: your reason will not be published.)**

4.   Please provide your name or the name of your organisation. **(Note: The name will not be published if you have asked for the response to be anonymous or "not for publication".)**

Name: Inverclyde HSCP

Please provide a way in which we can contact you if there are queries regarding your response. Email is preferred but you can also provide a postal address or phone number. **(Note: We will not publish these contact details.)**

Contact details: Debbie Maloney Service Manager Innovation and Independent Living

5.   Data protection declaration

X   I confirm that I have read and understood the privacy notice attached to this consultation which explains how my personal data will be used.

YOUR VIEWS ON THE PROPOSAL

Note: All answers to the questions in this section may be published (unless your response is "not for publication").

Aim and approach

1.   Which of the following best expresses your view of establishing a duty to provide a wheelchair to anyone who has been assessed as having a short-term need for one (defined as less than 6 months)?

16

☐   Fully supportive
x   Partially supportive
☐   Neutral (neither support nor oppose)
☐   Partially opposed
☐   Fully opposed
☐   Unsure

Please explain the reasons for your response:

> I do not believe that the full implications of the proposal have been considered, there may be implications on service prescription and delivery that will warrant additional demand on services (outlined below) around safe processes. No consideration is given to safe access to people's homes.

2.   What is your view on setting a target for providing a wheelchair to a person who (a) has been assessed as having a short-term need for one and (b) is otherwise ready to use it?

☐   Target of 24 hours (where practicable)
☐   Target of 48 hours (where practicable)
☐   Target of 72 hours (where practicable)
X   Another target (please specify)
☐   No target in the legislation
☐   Unsure

Please explain the reasons for your response:

> This would depend on local service availability and which service was providing.

3.   Which of the following best expresses your view of where the Bill should place the duty to provide short-term access to wheelchairs to people assessed as needing them?

☐   Duty placed on NHS Boards
☐   Duty placed on NHS Boards, but with a requirement to delegate it to Integrated Authorities (Health & Social Care Partnerships)
☐   Duty placed on Integrated Authorities (Health & Social Care Partnerships)
x   Other (please specify)
☐   Unsure

Please explain the reasons for your response:

Prescription of mobility aids currently sits within the AHP's or medical practitioners in hospital. Community PT's and OT's as well as GP's also prescribe from communities. To allow for fast prescription this would require all prescribers to access.

Could Shop Mobility services have a role in this work?

4. Which of the following best expresses your view of how further provision about wheelchair access (e.g. assessment criteria and eligibility) should be made?

☐ Ministers should have power to make regulations, give directions, and guidance.

X It should be left to NHS Boards or Integrated Authorities (as the case may be) to develop the criteria for themselves.
☐ Other (please specify)
☐ Unsure

Please explain the reasons for your response:

Different localities, particularly rural communities may have to meet this need in a way that aligns to their current provision of services giving rise to the need for locality response to the requests.

5. Which of the following best expresses your view of requiring Scottish Ministers to report back to the Scottish Parliament on the operation of the legislation?

☐ Duty to report every year
☐ Duty to report every two years
☐ Duty to report every three years
☐ Duty to report every five years
X Unsure
☐ Other (please specify)

Please explain the reasons for your response:

Will this involve another layer of reporting from organisations to Scottish Government?

Financial implications

6. Taking account of both costs and potential savings, what financial impact would you expect the proposed Bill to have on:

(a)   Government and the public sector (including the NHS, local authorities)

☐   Significant increase in cost
X   Some increase in cost
☐   Broadly cost-neutral
☐   Some reduction in cost
☐   Significant reduction in cost
☐   Unsure

(b)   Businesses (including makers and suppliers of wheelchairs)

☐   Significant increase in cost
X   Some increase in cost
☐   Broadly cost-neutral
☐   Some reduction in cost
☐   Significant reduction in cost
☐   Unsure

(c)   The third sector (including charities and voluntary bodies supporting those with mobility issues)

☐   Significant increase in cost
X   Some increase in cost
☐   Broadly cost-neutral
☐   Some reduction in cost
☐   Significant reduction in cost
☐   Unsure

(d)   Individuals (including people with mobility issues and their relatives)

☐   Significant increase in cost
X   Some increase in cost
☐   Broadly cost-neutral
☐   Some reduction in cost
☐   Significant reduction in cost
☐   Unsure

Please explain the reasons for your response.

Some areas in Scotland are looking at potential charges for equipment provision/delivery/uplift there may require to be charges of this nature.

There is no consideration with this bill around access to people's homes and the potential requirements around whether properties are suitable for temporary ramps and how people will manage to get in and out of their homes or lift a wheelchair over stairs and whether carers are fit to support propulsion of wheelchairs. There is also no consideration around assessment and prescription of wheelchairs.

There will be costs relating to assessment, processing, delivering, checking safety, recall of wheelchairs, uplifting, servicing cleaning.

Equalities

7.   What overall impact is the proposed Bill likely to have on equality, taking account of the following protected characteristics (under the Equality Act 2010): age, disability, gender re-assignment, maternity and pregnancy, marriage and civil partnership, race, religion and belief, sex, sexual orientation?

☐   Positive
X   Slightly positive
☐   Neutral (neither positive nor negative)
☐   Slightly negative
☐   Negative
☐   Unsure

Please explain the reasons for your response.

May relate to disability

8.   In what ways could any negative impact of the Bill on equality be minimised or avoided?

N/A

Sustainability

9.   Do you consider that the proposed Bill can be delivered sustainably, i.e. without having likely future disproportionate economic, social and/or environmental impacts?

☐   Yes
☐   No
x   Unsure

Please explain the reasons for your response.

> See comments in box 6 above. When people approached Red Cross for a wheelchair loan they took personal responsibility for the loan.
> Where a statutory service are providing this it requires a more robust approach around assessment and prescription which will impact on staff, services, transport decontamination etc where will the liability for this lie.
>
> Further consideration is also required around safe access to people's homes.

General

10.   Do you have any other comments or suggestions on the proposal?

HOW TO RESPOND TO THIS CONSULTATION

You are invited to respond to this consultation by answering the questions in the consultation and by adding any other comments that you consider appropriate.

Format of responses

You are encouraged to submit your response via an online survey (Smart Survey) if possible, as this is quicker and more efficient both for you and the Parliament. However, if you do not have online access, or prefer not to use Smart Survey, you may also respond by e-mail or in hard copy.

Online survey
To respond via online survey, please follow this link:

https://www.smartsurvey.co.uk/s/Wheelchairs/

The platform for the online survey is Smart Survey, a third party online survey system enabling the SPCB to collect responses to MSP consultations. Smart Survey is based in the UK and is subject to the requirements of the General Data Protection Regulation (GDPR) and any other applicable data protection legislation. Any information you send in response to this consultation (including personal data) will be seen by the MSP progressing the Bill and by staff in NGBU.

Further information on the handling of your data can be found in the Privacy Notice, which is available either via the Smart Survey link above, or at the end of this document.

Smart Survey's privacy policy is available here:

https://www.smartsurvey.co.uk/privacy-policy

Electronic or hard copy submissions

Responses not made via Smart Survey should, if possible, be prepared electronically (preferably in MS Word). Please keep formatting of this document to a minimum. Please send the document by e-mail (as an attachment, rather than in the body of the e-mail) to:
    jackie.baillie.msp@parliament.scot

Responses prepared in hard copy should either be scanned and sent as an attachment to the above e-mail address or sent by post to:

    Jackie Baillie MSP
    Room M1.13
    Scottish Parliament
    Edinburgh EH99 1SP

Responses submitted by e-mail or hard copy may be entered into Smart Survey by my office or by NGBU.

If submitting a response by e-mail or hard copy, please include written confirmation that you have read and understood the Privacy Notice (set out below).

You may also contact my office by telephone on (0131) 348 5905.

Deadline for responses

All responses should be received no later than Sunday 30 June. Please let me know in advance of this deadline if you anticipate difficulties meeting it. Responses received after the consultation has closed will not be included in any summary of responses that is prepared.

How responses are handled

To help inform debate on the matters covered by this consultation and in the interests of openness, please be aware that I would normally expect to publish all responses received (other than "not for publication" responses) on my website http://jackiebaillie.laboursites.org/. Published responses (other than anonymous responses) will include the name of the respondent, but other personal data sent with the response (including signatures, addresses and contact details) will not be published.

Where responses include content considered to be offensive, defamatory or irrelevant, my office may contact you to agree changes to the content, or may edit the content itself and publish a redacted version.

Copies of all responses will be provided to the Scottish Parliament's Non-Government Bills Unit (NGBU), so it can prepare a summary that I may then lodge with a final proposal (the next stage in the process of securing the right to introduce a Member's Bill). The Privacy Notice (below) explains more about how the Parliament will handle your response.

If I lodge a final proposal, I will be obliged to provide copies of responses (other than "not for publication" responses) to the Scottish Parliament's Information Centre (SPICe). SPICe may make responses available to MSPs or staff on request.

Inverclyde council

AGENDA ITEM NO: 19

Report To:	Policy & Resources Committee	Date:	21 May 2019
Report By:	Head of Legal & Property Services	Report No:	LP/075/19
Contact Officer:	Andrew Greer	Contact No:	01475 712498
Subject:	Information Sharing Protocol		

1.0 PURPOSE

1.1 The purpose of this report is to provide the Policy & Resources Committee with an overview of the amended Information Sharing Protocol in the **Appendix** and to seek the Committee's approval of this amended policy.

2.0 SUMMARY

2.1 The General Data Protection Regulation (GDPR) came into effect on 25 May 2018 and introduced significant changes to the rules regarding data sharing.

2.2 The Information Sharing Protocol (ISP) was previously approved by the Policy and Resources Committee on 17 November 2015. It requires to be updated to reflect the new requirements of GDPR.

2.3 Given that this area of law is undergoing regular changes, the ISP will be reviewed again in May 2020.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Policy and Resources Committee approves the Inverclyde Council Information Sharing Protocol.

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 and introduced new requirements for data sharing. These changes have been incorporated into the Information Sharing Protocol (ISP), which had previously been approved by the Committee on 17 November 2015.

4.2 The aim of the ISP is to help ensure that the Council fulfils its obligations under the GDPR when sharing data with relevant parties. The ISP will give services guidance and assistance to help identify where a Data Sharing Agreement (DSA) may be required. It will also provide a template for Services to complete an initial draft before sending to Legal and Property Services for review and approval.

4.3 The main changes to the ISP include 3 new template data sharing agreements listed in Appendices 1 – 3 of the ISP. The three template DSAs reflect the different relationships which the Council may enter into when sharing information. These relationships can be outlined as:

- Appendix 1: Data Sharing between Council Services (Internal);
- Appendix 2: Data Sharing between Council and one other Public body (External);
- Appendix 3: Data Sharing between Council and third party private organisation (External)

4.4 All other changes are minor and include operational changes such as reference to the Information Governance Team; and additional changes introduced by GDPR, such as privacy notices; updated legislation, and alternative options to consent for local authorities to use as a lawful basis.

4.5 These templates are a guide rather than being mandatory. It has been strongly recommended to services that the template wording is used unless there are clear reasons to depart from this standard. It has also been recommended to services that legal advice is sought on a case by case basis. As stated at paragraph 4.2, Legal and Property Services will require to review DSAs before they are signed off.

4.6 DSAs which predate this updated Information Sharing Protocol or the General Data Protection Regulation are being reviewed and will be registered in a corporate DSA register, administered by the Information Governance Team.

4.7 Training on the ISP and guidance will be delivered to key contacts within services by the Information Governance Team.

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 CONSULTATIONS

6.1 The GDPR Implementation Group were consulted on the contents of the ISP and their input has been incorporated into the ISP and associated guidance.

7.0 BACKGROUND PAPERS

7.1 Policy and Resources Committee Report – 17 November 2015 - https://www.inverclyde.gov.uk/meetings/meeting/1821

Information Governance and Management Framework

Information Sharing Protocol

Version 2.1

Produced by:
Information Governance Steering Group
Inverclyde Council
Municipal Buildings
GREENOCK
PA15 1LX

2019

Inverclyde council

Document Responsibility

Name	Title	Service
Chief Officer, ICHCP	Information Sharing Protocol	Legal and Property Services

Change History

Version	Date	Comments
0.1	March 2015	Draft for comments
0.1	October 2015	Amendments
1.0	17 November 2015	Approved
2.0	January 2019	Draft for comments
2.1	7 February 2019	Approved

Distribution

Name/ Title	Date	Comments
GDPR Implementation Group	January 2019	Minor comments.

Distribution may be made to others on request

Policy Review

Review Date	Person Responsible	Service
May 2020	Information Governance Team	Legal and Property Services

1   INTRODUCTION

1.1   This Protocol describes Inverclyde Council's policy and procedures in relation to the sharing of information and data within Council functions and among the Council and its partner organisations. It provides a framework within which information sharing can be encouraged and developed whilst being kept consistent with the Council's legal duties and responsibilities.

1.2   This Protocol applies to all data, hard copy and electronic, and information held by or used by the Council, which has been classed as "OFFICIAL" in terms of the Council's Classification Policy. For all practical purposes, the terms "data" and "information" as used in this Protocol are synonymous.

1.3   The Protocol includes the general principles to be applied to information sharing as well as providing three template Data Sharing Agreements (DSAs). The use of the template DSAs will vary depending on the purpose of the information sharing and this will be explored further in section 5.

1.4   The Protocol is not automatically or contractually binding on the Council's partners but is to be used to set good practice standards and expectations that the parties need to meet in order to comply with relevant legal duties and organisational policies which relate to the sharing of information. This does not prevent any Council service area from including the Protocol in any contractual or other formal agreement.

1.5   The Protocol is primarily concerned with the sharing of data, which is the provision of data by one party to another for the receiving party to use for its own purposes i.e. where all parties are data controllers. This protocol is not primarily concerned with data processing, where the receiving party uses data from a supplier or where the supplier acts as data processor and is not a data controller. Circumstances where one organisation receives data to be processed on behalf of another, is not information sharing and should be covered by a Data Processing Agreement, or advice should be sought from Legal and Property Services to ensure appropriate Data Protection Conditions are included as Special Conditions of Contract.

1.6   In circumstances where sharing involves commercially sensitive information, e.g. at the exploratory stage of a possible shared service project, the parties may wish to consider using a confidentiality agreement.

1.7   This Protocol should be read in conjunction with the Council's Information Classification Policy.

2   APPLICABILITY

2.1   Within the Council, all Council services are required to apply the principles of this Protocol to any information sharing activities, whether with external partners or other Council service areas. All Data Sharing Agreements are to be registered in the corporate repository by contacting the Information Governance Team at dataprotection@inverclyde.gov.uk.

2.2   The Council's partner organisations are requested to confirm their agreement to the principles contained in this Protocol in addition to any formal contracts or Data Sharing Agreements.

3   GENERAL PRINCIPLES

3.1   The general principles of this Information Sharing Protocol are as follows:

- there is a presumption in favour of sharing information, providing legislative and contractual requirements and restrictions or those of accepted good practice are followed;
- each identified data set or information asset will have a designated Information Asset Owner who is responsible for its proper security, integrity and use; and
- the specific requirements of any agreed exchange of data are to be recorded in a Data Sharing Agreement conform to the standard set out in this Protocol.

3.2   This Protocol is enforced and monitored through management arrangements which define the responsibilities of different service areas and individuals. The Council will manage this Protocol through the following governance framework structure:

- Information Governance Steering Group
- Records Management Working Group
- General Data Protection Regulation Implementation Group

4   LEGAL POLICY AND FRAMEWORK

4.1   All information sharing will be conducted within current and relevant legislation and guidance from the relevant public officials such as the Information Commissioner and the Scottish Information Commissioner.

4.2   Without any prejudice to the generality, for users' guidance the principal general laws or regulations concerning the protection and use of information affecting the Council and its functions are:

the Data Protection Act 2018

the General Data Protection Regulation 2016/679

the Freedom of Information (Scotland) Act 2002

Police and Fire Reform (Scotland) Act 2012the Rehabilitation of Offenders Act 1974

the Human Rights Act 1998 (in particular, Article 8)

the Criminal Procedure (Scotland) Act 1995Criminal Justice (Scotland) Act 2003the Regulation of Investigatory Powers (Scotland) Act 2000

the Housing (Scotland) Act 2001

the Local Government (Scotland) Act 2003

Protection of Vulnerable Groups (Scotland) Act 2007the Children (Scotland) Act 1995

the Children and Young People (Scotland) Act 2014

the Education (Scotland) Act 1980

the Education (Additional Support for Learning) (Scotland) Act 2004, as amended

the Equality Act 2010

the Adults with Incapacity (Scotland) Act 2000

the Antisocial Behaviour etc. (Scotland) Act 2004

the Social Security Administration Act 1992

the Carers (Recognition and Services) Act 1995

the Mental Health (Care and Treatment) (Scotland) Act 2003

the NHS and Community Care Act 1990

the Access to Medical Records Act 1990

the Management of Offenders (Scotland) Act 2005

the Health Service (Scotland) Act 1978 as amended by Health Service (Reform) (Scotland) Act 2004

the Public Records (Scotland) Act 2011

the Social Work (Scotland) Act 1968

the Copyright, Designs and Patents Act 1989

Common Law

Adult Support and Protection (Scotland) Act 2007

Children Hearings (Scotland) Act 2011

Public Bodies (Joint Working) (Scotland) Act 2014

Re-use of Public Sector Information Regulations 2015/1415; and

any other relevant or specific statute in relation to any Council function

4.3   The use of ICT systems to process and share data will also be subject to specific legislation governing the use of information technology, including the:

Computer Misuse Act 1990;
Electronic Communications Act 2000; and
Digital Economy Act 2010

4.4   The Council will also conform to the requirements of information security standards in general use including:
ISO 27002 – Code of Practice for Information Security Management

4.5   In addition, the Council operates its own policy framework for the management and security of information to extend and enforce these external standards. This framework and the policies and standards developed under it are available to Council staff on the internal repository of policies and standards and externally through links on the Council's web site. These policies include:

Data Protection Policy
Data Protection Breach Management Protocol
Records Management Policy
Policy for the Retention and Disposal of Documents and Records paper and Electronic.
Acceptable Use of Information Systems Policy
Information Classification Policy
Clear Desk Environment
Guidance on Flexible, Mobile & Home Working
Homeworking Policy

4.6   These policies are currently being updated to reflect the General Data Protection Regulation and the Data Protection Act 2018. Further, updates will be provided on ICON.

4.7   The development of specific agreements or policies which enable or manage the efficient sharing of information is encouraged, provided they are consistent with the general principles contained in this Protocol.

5   DATA SHARING AGREEMENTS

5.1   Data Sharing Agreements (DSAs) are the key method of managing the sharing of information among partner organisations. DSAs must be agreed between Inverclyde Council service areas which are designated Information Asset Owners of information and any internal or external partners with whom information is to be shared.

5.2   DSAs must be consistent with the general principles of this Protocol but they can differ in detail where the specific activities of the Council service area and its partners require. The DSAs must however document all the requirements of the information sharing which is to take place.

5.3   DSAs (of whatever form) which predate this updated Information Sharing Protocol or the General Data Protection Regulation will require to be reviewed and must be registered in the corporate repository by contacting the Information Governance Team.

5.4   Three template DSAs are attached in Appendices 1 - 3, together with guidance notes on the various sections of the agreement form. The three template DSAs reflect the different relationships which the Council may enter into when sharing information. These relationships can be outlined as:

-   Appendix 1: Data Sharing between Council Services (Internal);
-   Appendix 2: Data Sharing between Council and one other Public body (External);
-   Appendix 3: Data Sharing between Council and third party private organisation (External)

These templates are a guide rather than being mandatory. It is strongly recommended the templates are used unless there are clear reasons to depart from this standard. Legal advice should also be sought on a case by case basis.

Copies of Appendices 1-3 are available on request from Andrew Greer, Information Governance Officer (tel: 712498/email: andrew.greer@inverclyde.gov.uk)

5.5   Any request to share information that is not covered within an existing DSA should be directed to the appropriate Information Asset Owner on a 'data sharing request form' (Appendix 4). A decision will be made by the appropriate Information Asset Owner whether sharing can take place (Appendix 5)

5.6   In general, DSAs should refer to existing policies and standards but where these need to be extended or enhanced, the development of new policies should follow the guidelines given in the section on Legal and Policy Framework above. These specific policies and standards should be consistent with the existing corporate standards. Any areas of potential disagreement or conflict are to be raised with the owner of the corporate policy or standard.

6   DATA PROCESSING AGREEMENTS

6.1   Information sharing refers to those situations in which the Council provides or receives data from another party which the receiving party uses for its own purposes. Where you receive personal data from another party, you should notify Legal & Property Services to ensure this is covered by the Council's existing Registration with the Information Commissioner.

6.2   Where data is supplied purely to be processed on behalf of the supplying organisation (such as part of an outsourcing agreement), a DSA is not required. These data transfers should be covered either by the Terms and Conditions of the Contract or by a separate Data Processing Agreement (DPA).

6.3   A specific DPA may need to be drawn up for each individual instance and it may be linked to or form part of a formal contract.

7   CORPORATE REPOSITORY OF DATA SHARING AGREEMENTS

7.1   The creation and maintenance of a comprehensive repository of DSAs is the key management component of this Protocol. The repository of DSAs allows the Council to understand what information sharing activities are currently being undertaken. It also helps minimise duplication and provides a method of ensuring the consistency of approach across all Council services.

7.2   The repository forms part of the policies, procedures and guidance database, which is managed by the Information Governance Steering Group.   All DSAs are to be registered by submitting them for publication on the repository by contacting the Information Governance Team. The title of all DSAs will be made available openly to all Council Officers on the repository on ICON and the Information Governance Team will retain the substantive DSA. If Services wish to receive a copy of the substantive DSA and/or wish to share the substantive DSA with any third party organisation, they should contact the Information Governance Team.

8   SECURITY OF SHARED DATA

8.1   An appropriate level of information management and security requires to be assigned to the information exchanges envisaged by this Protocol. Parties must have appropriate policies in place covering the security, storage, retention and destruction of personal information in accordance with authoritative guidance issued to their organisations. The Council's most relevant policies are:

- Records Management Policy

- Policy for the Retention and Disposal of Documents and Records Paper and Electronic.

- Acceptable Use of Information Systems Policy.

- Data Protection Policy

- Information Classification Policy

8.2   The Council's policies and the policies of the organisation providing the information (depending on the agreement) must be applied to information shared under this Protocol being policies which are designed to protect the information (particularly, but not exclusively personal information) which they hold. The Council's policies are binding on all staff of the Council and misconduct or disciplinary action may be taken against any staff in contravention. These policies will apply to information held by that party, whether it has originated with that party or been passed to it by another party.

8.3   The parties will each ensure that the other parties are promptly notified and, in any event, no later than 24 hours after becoming aware of a breach or suspected breach, or significant security risks, affecting shared information. In addition, should the breach be considered significant, the ICO will also be notified.   Instructions and guidance can be found in the Council's Data Protection Breach Management Protocol. The Parties will, where appropriate, work together to rectify any such breach or mitigate any such risk to information security. If personal data is lost as a result of a security breach, the parties will consider on a case by case basis whether to notify the affected individuals of the breach and other remedial and restitutive actions.

9   TRANSFERRING DATA

9.1   The most straightforward method of transferring data should be chosen but always with proper regard to any requirements of data security. In particular, personal data should never be transferred in an open format which is capable of being read easily if the data were lost, stolen or intercepted.

9.2   The Council provides methods of securing data, which generally involve encrypting it. Staff should contact ICT for guidance on transferring data securely and for requesting an encrypted USB memory device.

9.3   Consideration must always be given to the ability of the receiving partner organisation to operate the proposed secure method of transferring data.

9.4   Individual external partners may have data security requirements of their own, which the Council will consider meeting wherever practicable. These include the use of specific technical standards for encrypting data or the use of secure services for transmitting data. Any potential conflicts or areas of non-compliance with the Council's information security policies must be notified to the Information Governance Steering Group.

9.5   These transmission methods will generally be supported by the Council's technology partners. Responsibility for ensuring consistency with the Council's information security policies rests with the Information Governance Steering Group, which can also provide advice and guidance on security procedures.

9.6   Protective Marking: Information which is shared will carry a protective marking. The markings are as follows:
- No Classification
- Official
- Official - Sensitive

9.7   Parties undertake to take reasonable steps to ensure all data is properly protectively marked and used only in manner which is consistent with the agreed purpose under the DSA.

9.8   Access to data will be restricted to relevant and authorised persons, and where appropriate, to those who have signed a confidentiality agreement (or equivalent), and have received training in the General Data Protection Regulation and the Data Protection Act 2018. Data should only be processed in secure offices and shall not routinely be used or otherwise accessed out with the premises of parties.

9.9   Where it is considered necessary for personal information to be removed from office premises for meetings or approved home working, it should be carried securely, preferably on encrypted portable

media or a secure lockable case/box. Staff should refer to Home Working Policy/Guidance on Flexible, Mobile & Home Working. The information should remain in the possession of the individual at all times unless it can be stored in an approved security container. Special category and sensitive personal information should not be worked on anywhere where the contents might be seen, overlooked or otherwise noticed, and they should not be left unattended in any public place, such as a hotel, taxi or public transport vehicle. Relevant staff should have completed information security training in mobile working and out and about working.

10 MANAGEMENT AND MONITORING ARRANGEMENTS

10.1 Any formal framework or general agreement with partners should include a clear reference to the applicability of this Protocol to information sharing activities.

10.2 The management and monitoring of this Protocol include:

- responsibility for this Protocol and its application being with the Information Governance Steering Group;
- all Data Sharing Agreements will be lodged in the corporate repository;
- the Information Governance Team will manage this repository;
- the Information Governance Steering Group will initially provide a forum within the Council to oversee the management of the Protocol; and

questions or complaints about the operation of the Protocol, whether from within the Council or from external partners, should be referred in the first instance to the Information Governance Steering Group, which will ensure that they are dealt with by the appropriate Council service area.

11 DATA PROTECTION LAWS

11.1 All parties must adhere to the terms of the General Data Protection Regulation and the Data Protection Act 2018 insofar as any information being shared constitutes personal or special category/sensitive data. The management of personal data and its availability for sharing both within the Council and with external partners are governed by the Council's Data Protection Policy, which applies the relevant statutory provisions to the Council's own internal processes.

11.2 Any sharing of personal data must be both fair and lawful. Conditions for processing set out in the Data

Protection Laws must also be met, for example, the processing of the personal data is necessary for the Council to perform a public task or comply with the law or because of concerns or perceived risks regarding the welfare of the individual or others. This is evidenced in the Council's Corporate Privacy Notice which is available at https://www.inverclyde.gov.uk/privacy. Council Services will also have their own Privacy Notices which can be found at the same link under the heading "Privacy Notice Library All Council Services".

11.3   Legal advice should be sought if there is any doubt that the proposed sharing is lawful.

12   FREEDOM OF INFORMATION

12.1   The Council must respond to any proper request for recorded information made to them for the purposes of the Freedom of Information (Scotland) Act 2002 (FOISA). This includes obligations to respond to requests about information sharing practices and procedures in terms of this Protocol.

12.2   It should be noted, however, that the OFFICIAL information exchanged between parties may be exempt from disclosure under the FOISA. All parties should include reference to this Protocol in their respective publicly available Publication Schemes.

12.3   Any requests for information or data under the FOISA should be referred to the Freedom of Information/Data Protection Officer for each respective Party.

13   RECORDS GOVERNANCE

13.1   The Council's partner organisations involved in the sharing of data are expected to have a commitment to proper procedures and practices for:

- the retention and deletion of shared data items and procedures for dealing with cases where different organisations may have different statutory or professional retention or deletion rules;
- dealing with termination of any data sharing initiative, including the deletion of shared data or its return to the organisation that supplied it orginally; and,
- the sharing of datasets; to prevent irrelevant or excessive information being disclosed and to make sure the data being shared is accurate.

14   REVIEW AND MONITORING OF THIS INFORMATION SHARING PROTOCOL

14.1   This document will be reviewed every 2 years or more frequently if required.

15   ENFORCEMENT

15.1   The Council's Code of Conduct specifies it employees' obligations towards confidentiality.   Every employee is required to respect the confidentiality of information about individuals or organisations.   Any breaches of this principle will be viewed as a serious matter for the Council and its partners.

15.2   The Council's partners will be expected to take similar and proportionate actions in relation to any breaches of this Protocol and to investigate and act appropriately for the security of all information comprised within this Protocol.

Inverclyde council

Flowchart of Key Questions for Information Sharing

You are asked or wish to share information
(Remember to seek local/legal advice if not sure)

↓

Is there a clear and legitimate purpose for sharing information? → NO

↓

YES

↓

NO ← Does the information enable a person to be identified?

↓

YES

↓

NO ← Is the information confidential? → NOT SURE → SEEK ADVICE

↓

YES

↓

YES ← Do you have a lawful basis?

↓

NO

YOU CAN SHARE

DO NOT SHARE

Share Information
- Identify how much information to share.
- Distinguish fact from opinion.
- Ensure that you are giving the right information to the right person
- Ensure that you are sharing the information securely.
- Inform the person that the information has been shared if they were not aware of this and it would not create or increase risk of harm.

↓

Record the information sharing decision and your reasons, in line with organisational or local procedures.

Inverclyde council

Report To:	**Policy & Resources Committee**	**Date:**	**21 May 2019**
Report By:	**Head of Legal & Property Services**	**Report No:**	**LP/067/19**
Contact Officer:	**Gerard Malone**	**Contact No:**	**01475 712710**
Subject:	**Scheme of Delegation (Officers)**		

1.0 PURPOSE

1.1 The purpose of this report is to request the Committee to remit it to the Head of Legal & Property Services to make any necessary consequential arrangements to update the Scheme of Delegation (Officers) in the event of the United Kingdom's withdrawal from the European Union.

2.0 SUMMARY

2.1 In terms of the Scheme of Delegation (Officers), powers are delegated to officers under a number of Acts and regulations. In the case of the latter this is generally encompassed by a broad delegation to authorise officers in regulations made under a particular Act.

2.2 There are a number of regulations currently administered or enforced by the Council which are made under the European Communities Act 1972 and which cover a variety of areas. On the United Kingdom's exit from the European Union the European Communities Act 1972 will be repealed. The majority of EU derived regulations made under the Act will however remain in force being retained by the European Union (Withdrawal) Act 2018. Similarly direct EU legislation operative immediately before exit day is brought into domestic law by the same Act.

2.3 In order to avoid circumstances where the authorisation of officers might be challenged the powers delegated to officers will be amended to remove reference to The European Communities Act 1972 and regulations made thereunder. This will be substituted by the European Union (Withdrawal) Act 2018 and regulations retained or brought into domestic legislation by that Act. At the Environment & Regeneration Committee's 2 May meeting, authority was obtained to make these necessary, consequential arrangements for the Head of Environmental & Public Protection's remit relative to areas including food safety, product safety, environmental matters and animal health and this report seeks to ensure these arrangements ensure the continuity of formal delegations for all officers.

3.0 RECOMMENDATION

3.1 That it be remitted to the Head of Legal & Property Services to make any necessary consequential arrangements to update the Scheme of Delegation (Officers) as necessary with effect from the date of the UK withdrawal from the EU.

Gerard Malone
Head of Legal & Property Services

4.0 BACKGROUND

4.1 In terms of the Scheme of Delegation (Officers) powers are delegated to officers under a number of Acts and Statutory Instruments. In the case of the former this is generally done by delegated powers to authorise officers to exercise powers under the Act and regulations made thereunder. This avoids the need to constantly amend the Scheme of Delegation to incorporate new regulations.

4.2 Section 2 of the European Union (Withdrawal) Act 2018 saves EU-derived domestic legislation so that it continues to have effect after exit day. Similarly Section 3 of the Act incorporates direct EU legislation into UK domestic legislation. In order to ensure that the powers of officers are consistent both before and after any agreed EU exit date the Scheme of Delegation will be amended to remove reference to the European Union Act 1972 and to add the European Union (Withdrawal) Act 2018.

5.0 IMPLICATIONS

Finance

5.1 <u>Financial Implications:</u>

None

One off Costs

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

Annually Recurring Costs/ (Savings)

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

Legal

5.2 In the event of the UK withdrawing from the EU, it will be necessary to ensure that officers can continue to fulfil their responsibilities.

Human Resources

5.3 None

Equalities

5.4 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 change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

Repopulation

5.5 None.

6.0   CONSULTATIONS

6.1   Not applicable.

7.0   BACKGROUND PAPERS

7.1   Scheme of Delegation (Officers).

Inverclyde council

Report To:	Policy & Resources Committee	Date:	21 May 2019
Report By:	Corporate Director Environment, Regeneration & Resources	Report No:	LP/072/19
Contact Officer:	Joanna Dalgleish	Contact No:	01475 712123
Subject:	Contract Awards – 1 October 2018 to 31 March 2019		

1.0 PURPOSE

1.1 The purpose of this report is to advise the Committee of contracts awarded for the supply of goods or materials, provision of services and execution of works during the period 1 October 2018 to 31 March 2019.

2.0 SUMMARY

2.1 The Policy & Resources Committee at the meeting held on 20 May 2014 agreed that six monthly reports on contract awards be submitted to the Committee by the Head of Legal & Property Services (min ref 2014 para 371(2)).

2.2 Appendix 1 provides details of contracts awarded for the period 1 October 2018 to 31 March 2019.

2.3 Appendix 1 has been updated to include details of the size of the supplier who has been awarded the contract.

2.4 Appendix 2 includes, for the period 1 October 2018 to 31 March 2019, the outcome of any blacklisting protocol applications.

3.0 RECOMMENDATION

3.1 That the Committee notes the contracts awarded by the Council during the period 1 October 2018 to 31 March 2019.

Gerard Malone
Head of Legal & Property Services

4.0 BACKGROUND

4.1 The Policy & Resources Committee of 20 May 2014 agreed that six monthly reports on contract awards be submitted to the Committee by the Head of Legal & Property Services (min ref 2014 para 371(2)).

4.2 Appendix 1 provides details of those contracts not otherwise reported to the relevant committee awarded during the period 1 October 2018 to 31 March 2019 for:

- the supply of goods or materials
  where the estimated price of the contract exceeds £25,000 and within the £500,000 limit

- the provision of services
  where the estimated price of the contract exceeds £25,000 and within the £500,000 limit

- the execution of works
  where the estimated price of the contract exceeds £100,000 and within the £500,000 limit

- collaborative purchasing
  contracts secured through collaborative purchasing (in terms of Contract Standing Order Clause 6.6) where the estimated price of the contract exceeds £25,000 for the supply of goods/materials/services and exceeds £100,000 for the execution of works

in accordance with the thresholds set out in Contract Standing Order 6.1 and the £500,000 limit set out in Contract Standing Order 17.3(i).

4.3 Appendix 2 provides the outcome of any blacklisting protocol applications during the period 1 October 2018 to 31 March 2019, as requested by the Committee at its meeting on 17 May 2016.

5.0 IMPLICATIONS

Finance

5.1 There are no direct financial implications arising as a result of this report however the financial implications in respect of each of the contract awards detailed in Appendix 1 are reported to the appropriate service committee as necessary.

Financial Implications:
One off Costs

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

Annually Recurring Costs/ (Savings)

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

Legal

5.2 There are no legal implications arising as a result of this report. Any legal implications in

respect of each of the contract awards will be reported to the relevant service Committee.

Human Resources

5.3 There are no direct human resources implications arising as a result of this report.

Equalities

5.4 There are no direct equalities implications arising as a result of this report. In accordance with Contract Standing Order 31, however, no contract is awarded without the relevant Head of Service having obtained from the tenderer confirmation in writing that, to the best of the tenderer's knowledge and belief, the tenderer has complied with all statutory requirements relating to equal opportunities in employment and is not unlawfully discriminating within the meaning and scope of the Equality Act 2010 and has obtained satisfactory information from the tenderer in relation to their statutory obligations under the Equality Act 2010.

Repopulation

5.5 While there are no direct repopulation implications arising as a result of this report many of the contracts awarded will enhance the area or facilities provided and operated by the Council which may help to stabilise and grow the population of Inverclyde.

6.0 CONSULTATIONS

6.1 The Corporate Procurement Manager was consulted during the preparation of this report.

7.0 LIST OF BACKGROUND PAPERS

7.1 None.

CONTRACT AWARDS - 1 OCTOBER 2018 TO 31 MARCH 2019

DATE OF AWARD	TITLE	NAME OF SUCCESSFUL TENDERER	LOCATION OF SUCCESSFUL TENDERER	CONTRACT AMOUNT	SME YES/NO	PROCUREMENT STRATEGY AIMS MET - YES/NO	CONTRACT LOTTED YES/NO
01-Oct-18	ENV0294 Drumfrochar Road Traffic Signal Design, Installation and Associated Works	Lochwynd Ltd	Glasgow	220,177.20	Yes	Yes	no
17-Oct-18	PRO0736 Gourock Primary School Temporary Accommodation	Portakabin (Scotland) Ltd	Hamilton	131,854.00	Yes	Yes	no
25-Oct-18	PRO0742 Greenock Municipal Buildings, Glazed Carriageway Roof	W H Kirkwood Ltd	Greenock	303,148.30	Yes	Yes	no
31-Oct-18	ENV0304 Mini-Competition via Scotland Excel Framework for Street Lighting Materials (Lot 1)	Marwood Electrical Company Limited	Tonbridge	322,494.30	Yes	Yes	no
06-Nov-18	ENV0280 Purchase of Plant Equipment	Lot 1 - Hamilton Bros (Engineering) Ltd Lot 3 - Scot JCB Ltd Lot 4 - James Gordon Limited	Bishopton Glasgow Castle Douglas	Lot 1 - 61,800 Lot 3 - 70,950 Lot 4 - 116,000	Yes Yes Yes	Yes	Yes
20-Nov-18	CP0321/HS Provision of a Lone Monitoring System	Safe Shores Monitoring Ltd	Glasgow	schedule of rates	Yes	Yes	no
04-Dec-18	CP0316/HSCP Housing Information and Advice Service	The Legal Services Agency	Glasgow	110,000.00		Yes	no
19-Dec-18	PRO0748 King George VI Building (Phase 1)	W H Kirkwood Ltd	Greenock	426,197.07	Yes	Yes	no
12-Feb-19	CP0330/PLA Provision of a Local Heat and Energy Effeciency Strategy	Mabbett Associates Ltd	Glasgow	46,920.00	Yes	Yes	no
20-Feb-19	CP0326/FIN Provision of Banking Services	Bank of Scotland plc	Edinburgh	schedule of rates	No	Yes	no
29-Mar-19	Localities Engagement Services	NHS Highland - Argyll & Bute	Lochgilphead	62,000.00	No	Yes	no

Blacklisting Protocol

Outcome of any Blacklisting Protocol Applications

NAME OF TENDERER	LOCATION OF TENDERER	TENDER PROCESS	OUTCOME

NIL RETURN

Inverclyde council

Report To:	**Policy & Resources Committee**	**Date**:	**21 May 2019**
Report By:	**Chief Financial Officer**	**Report No:**	**FIN/55/19/AP/LA**
Contact Officer:	**Alan Puckrin**	**Contact No**:	**01475 712223**
Subject:	**TREASURY MANAGEMENT CONSULTANTS TENDER – VARIATION TO PRICE/QUALITY SPLIT**		

1.0 PURPOSE

1.1 The purpose of this report is to seek approval for a variation to the standard price/quality split to be used in the tender process and evaluation for a proposed tender for Treasury Management Consultants.

2.0 SUMMARY

2.1 The Council last tendered for Treasury Management Consultants in 2004 and so proposes to put the contract out for tender.

2.2 The maximum quality weighting in the standard evaluation process for tenders is based on a price/quality split of 60/40 but this can be varied with Committee approval.

2.3 It is considered that, given the nature and importance of this service, quality is more important than price and so approval is being sought to vary the price/quality split to 40/60. Due to the importance of the advice that will be given by the consultant and the associated risks, additional quality questions will be used will assess added value, additional services and enhancements to the existing specification.

3.0 RECOMMENDATION

3.1 It is recommended that the Committee approves the use of a 60% Quality and 40% Cost of Service weighting in the forthcoming tender for the contract for Treasury Management Consultants and therefore suspend contract Standing Order 13.2.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

4.1 The Council last tendered for its Treasury Management Consultants in 2004, having subsequently sought Committee approval for extensions and negotiations with the incumbent provider. It is, however, considered that, with the current contract ending on 30 June 2019 and with market changes since 2004, the Council should put the contract out for tender.

4.2 The standard evaluation process for tenders is based on a price/quality split of 60/40 but this can be varied with Committee approval.

4.3 The current annual price is less than £20,000 and is part of the Council's Loan Charges budget.

4.4 The Treasury Management Consultants service is required to provide the Council with advice and market and technical information in relation to its Treasury Management activities (borrowing, debt restructuring and investments). The consultants also provide occasional Member and Officer training on these issues.

4.5 The consultants provide support to Officers day-to-day and in their decisions on this complex area which require careful consideration given the financial implications and risks associated with Treasury Management. As a result, the Council requires a high quality service from a qualified provider.

5.0 PROPOSAL

5.1 To seek to ensure that the Council gets tenders for the quality of service that it requires for this important service, bidders will need to provide detailed responses on a number of technical areas in relation to their approach, staff and company experience, and debt and investment advice services on Treasury Management issues affecting local authorities.

5.2 The standard 60/40 price/quality split does not provide sufficient weight to the quality aspects or provide scope for the areas of the detailed responses and required service to be properly assessed in the tender evaluation. As a result, approval is being sought for Committee approval to vary the price/quality split from 60/40 to 40/60.

6.0 IMPLICATIONS

6.1 <u>Legal</u>
There are no legal implications arising from this report.

6.2 <u>Financial</u>
There are no One-Off Costs.

Annually Recurring Costs/(Savings):

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement from	Other Comments
Loan Charges	Loan Charges	2019/20 onwards	20		Contained in existing resource

6.3 <u>Human Resources</u>
There are no HR implications arising from this report.

6.4 <u>Equalities</u>

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 change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

7.0 CONSULTATIONS

7.1 The Procurement, Regeneration and Building Services Manager has been consulted on the contents of this report.

8.0 LIST OF BACKGROUND PAPERS

8.1 None.