

A meeting of the Policy & Resources Committee will be held on Tuesday 6 August 2019 at 3pm within the Municipal Buildings, Greenock.

GERARD MALONE
Head of Legal & Property Services

BUSINESS

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

Report To:	Policy and Resources Committee	Date:	6 August 2019
Report By:	Head of Organisational Development, Policy & Communications	Report No:	HR/11/18/SMcN
Contact Officer:	Steven McNab	Contact No:	2015
Subject:	Workforce Information and Activity Report (WIAR) 2018/2019		

1.0 PURPOSE

1.1 The purpose of this report is to advise the Policy and Resources Committee of key workforce information and activity for the year 1 April 2018 to 31 March 2019. This annual report has been provided to the Corporate Management Team in recent years to support workforce planning and has been submitted to the Policy and Resources Committee the past two years to provide Members with a useful overview of workforce activity and analysis.

2.0 SUMMARY

2.1 The Workforce Information and Activity Report is designed to be informative and to encourage participation in organisational development and workforce planning Activity. The content includes key information on attendance, performance and workforce demographics.

2.2 Workforce Information and Activity Reports are published quarterly for the full Council and by Directorate too. A yearly WIAR (Full Council) is also produced at the end of each (financial) year which includes comparison with other years in the interests of showing trends and other developments.

2.3 At the Policy & Resources Committee in August 2017 it was agreed that the Workforce Information and Activity Report would be submitted here on an annual basis.

2.4 The latest yearly Workforce Information and Activity Report for the year 1 April 2018 to 31 March 2019 is attached as Appendix 1 which includes a comparison with the previous two years in some key areas.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Policy and Resources Committee:

- Notes the content of the Workforce Information and Activity Report for 2018/2019 outlined in Appendix 1.

Steven McNab
Head of Organisational Development,
Policy and Communications

4.0 BACKGROUND

- 4.1 Workforce Information and Activity Reports (WIAR) were first produced in 2013 to help inform workforce planning decisions by the Extended Corporate Management Team and also to inform management of key performance information in relation to the workforce. The content of the reports has been expanded in recent years to encourage organisational development and workforce planning activity across a range of workforce analytics. It is recognised that the continued success of Organisation Development (OD) across the Council very much depends on good workforce data which helps to identify needs in key areas.
- 4.2 Workforce Information and Activity Reports are developed quarterly for the full Council and by Directorate too. A Yearly WIAR (Full Council) is also produced at the end of each (financial) year which includes comparison with other years in the interests of showing trends and other developments. Reports are distributed widely via senior officers and come with a separate 'to do' activity check list. The Health and Social Care Partnership quarterly WIAR also includes NHS side information and is presented to the Staff Partnership Forum.
- 4.3 Over time the report content has become standard and includes attendance, performance and workforce demographics which assist in focussing on and analysing trends across the workforce. The content of these WIAR reports is considered by the Corporate Workforce Planning and Development Group to help inform key workforce planning actions and HR policy decisions. The content of these reports is also shared and discussed with the trade unions at regular liaison meetings.

5.0 KEY WORKFORCE INFORMATION AND ACTIVITY SUMMARY

- 5.1 Attendance is reported annually alongside many other measures via the Local Government Benchmarking Framework (LGBF), each measure is commonly referred to as a Statutory Performance Indicator (SPI). It should be noted that there has been an improvement in attendance levels reported for 2018/2019 with 9.0 workdays lost per employee compared to 9.2 days in 2017/18. It should be noted that around 40% of employees had no days of sick leave for the period 2018/2019.
- 5.2 Performance Appraisal is reported annually as a Key Performance Indicator (KPI) that is, for our own internal purposes and the target for completed appraisals is 90%. The 2018/19 analysis shows that 97% of performance appraisals were completed compared to 94% in 2017/18. The appraisal process is supported by 7 core competencies which are applicable to all employees, with senior managers subject to additional 3 competencies.
- 5.3 Employee Demographics and Workforce Planning – provides factual information concerning the composition of our workforce:
 - Number of employees has decreased in the past year from 4102 in 2017/18 to 4087 in 2018/19; however the number of FTE employees has increased slightly from 3344.67 FTE in 2017/18 to 3347.51 FTE in 2018/19.
 - 51% of our employees are full time and 49% are part time. This is the same as 2017/18.
 - 83% of our employees have permanent employee status and 17% of our employees have temporary employee status. In 2017/18 85% of our employees had a permanent status and 15% were temporary.
 - Employee turnover sits at just above 8.22% which is typical across the sector. In 2017/18 the turnover rate 7.53%.
 - 27% of our employees are aged over 56 years old compared to 5% aged under 25 years old – this is typical of the sector but we have seen a 1% increase in employees

aged over 56 years and a 1% increase in those aged under 25 working for the Council in the past year.

- 75% of our employees are female and 25% are male. This is the same as last year.

5.4. Other HR/OD Support Activity –

- The number of disciplinary hearings has increased slightly from 43 in 2017/18 to 49 in 2018/19.
- There were 33 Grievances/Dignity and Respect at Work Forms submitted in 2018/19 compared to 14 in 2017/2018.
- Approximately 40% of our workforce pay trade union subscriptions via the payroll system. It is estimated that approximately 53% of our work force are trade union members, similar to last year.
- Worklife balance requests show an upward trend sitting at 87 received for 2018/2019. 83 requests were made in 2017/18.
- 190 employees have utilised the buy and bank leave scheme which is also indicative of an upward trend. In 2017/18 169 employees utilised this scheme.
- 75 employees have taken advantage of our cycle to work scheme, similar to last year.
- 106 employees participated in our child care voucher scheme which is a decrease from last year's total of 117.

Further detail on the above areas is covered in the full Workforce Information and Activity Report attached at Appendix 1.

6.0 PROPOSALS

- 6.1 It is proposed that the Policy and Resources Committee notes the content of the Workforce Information and Activity Report for 2018/2019 outlined in Appendix 1.

7.0 IMPLICATIONS

7.1 Finance

Financial Implications:
One off Costs

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

Annually Recurring Costs/ (Savings)

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

7.2 Legal

N/A

7.3 Human Resources

The content of the Workforce Information and Activity Report will assist to inform organisational development actions and HR Policy.

7.4 Equalities

Has an Equality Impact Assessment been carried out?

YES (see attached appendix)

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

8.0 CONSULTATIONS

8.1 WIAR reports are widely distributed:

- Chief Executive/Corporate Directors/Heads of Service
- Service Managers/Team Leaders (+ pass on to all employees)
- Trade Union Liaison Group
- HSCP – Staff Partnership Forum

9.0 LIST OF BACKGROUND PAPERS

9.1 Yearly Workforce Information and Activity Report Full Council version 2018/2019 (Appendix 1).

Yearly Workforce Information and Activity Report (WIAR) Full Council



April 2018 - March 2019

Inverclyde
council

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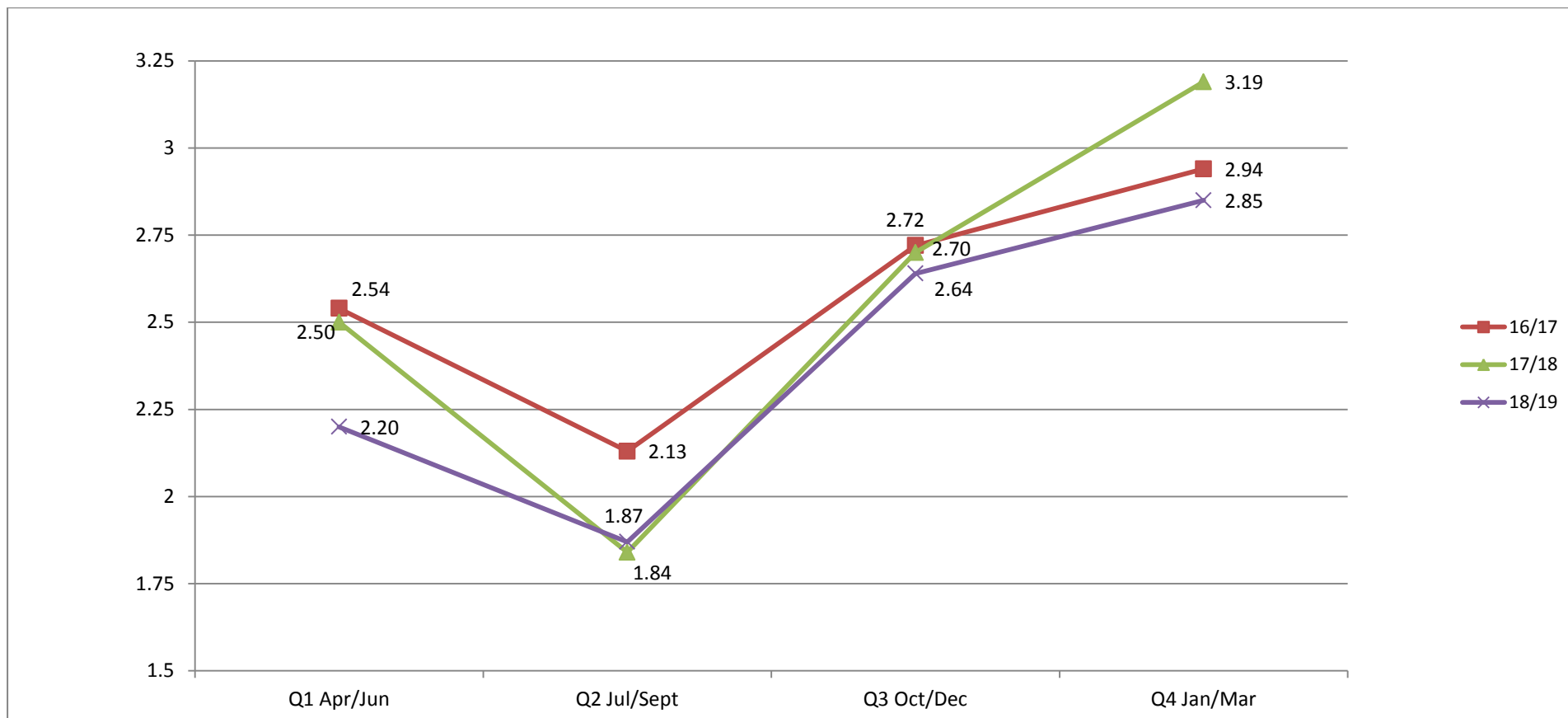
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This Yearly WIAR includes 2018/2019 information and also a comparison against 2016/2017 and 2017/18 (where possible).

1. Attendance and Performance Appraisal Information

a. Absence Chart & Breakdown

This shows the 4 quarters in 16/17, 17/18 and 18/19 for comparison.



	18/19	17/18	16/17
Work Days Lost per FTE Employee (Inverclyde Council target: 9 days)	9.04	9.22	9.45

b. Absence Rates by Directorate Breakdown

Directorate	Workdays lost per FTE employee in 18/19	Workdays lost per FTE employee in 17/18	Workdays lost per FTE employee in 16/17
HSCP	12.44	14.57	11.96
ECOD	7.26	6.58	7.72
ERR	10.12	9.84	10.59
Chief Executive	2.31	3.96	1.77
Full Council	9.04	9.22	9.45

c. Absence Rate Breakdown by Reason for Absence

Reason for Absence	% of Workdays lost per FTE employee in 18/19	% of Workdays lost per FTE employee in 17/18	% of Workdays lost per FTE employee in 16/17
Accidents	1.34	1.88	0.67
Major Medical/Surgery	18.02	20.61	21.08
Maternity Related Illness	1.55	1.38	0.63
Mental Health	26.18	26.40	25.23
Musculoskeletal	19.76	19.70	23.34
Virus/Short Term	33.15	30.03	29.05

d. Employees Days Absence

Number of days off sick	Number of Employees 18/19	Number of Employees 17/18
9 days or less	1485 (36.5%)	1451 (35%)
10 days or more	991 (24%)	1007 (25%)
Zero Days absence	1611 (39.5%)	1644 (40%)

Instances of sick leave is not always consecutive and is the total number of days sick in 18/19

e. Performance Appraisals

The target for 18/19 was 90%; the final overall position for 18/19 was 97%.

Directorate	% Received 18/19	% Received 17/18	% Received 16/17
HSCP	98%	96%	81%
ECOD	97%	90%	97%
ERR	97%	96%	99%
Chief Executive	100%	100%	100%
Total	97%	94%	93%

2. Employee Demographics

a. Employee Numbers & Variances

Table includes actual number of employees (full time, part time, temporary & permanent).

Directorate	Mar 2019 - No. of employees	Mar 2018 - No. of employees	Mar 2017 - No. of employees	Full Time Equivalent (FTE*) 2019	Full Time Equivalent (FTE*) 2018	Full Time Equivalent (FTE*) 2017
HSCP	1036	1044	1038	831.92	840.1	834.69
ECOD	2414	2064	1963	1906.92	1686.4	1616.38
ERR	630	986	986	601.87	810.37	808.40
Chief Executive	7	8	9	6.8	7.8	9.81
TOTAL	4087	4102	3996	3347.51	3344.67	3269.28

*Full Time Equivalent is number of full time posts

b. Part Time v Full Time Employees

	March 2019	% of total workforce 2019	March 2018	% of total workforce 2018	March 2017	% of total workforce 2017
Part Time Employees	2033	49	2022	49	1936	48
Full time Employees	2054	51	2080	51	2060	52

c. Perm v Temp Employees

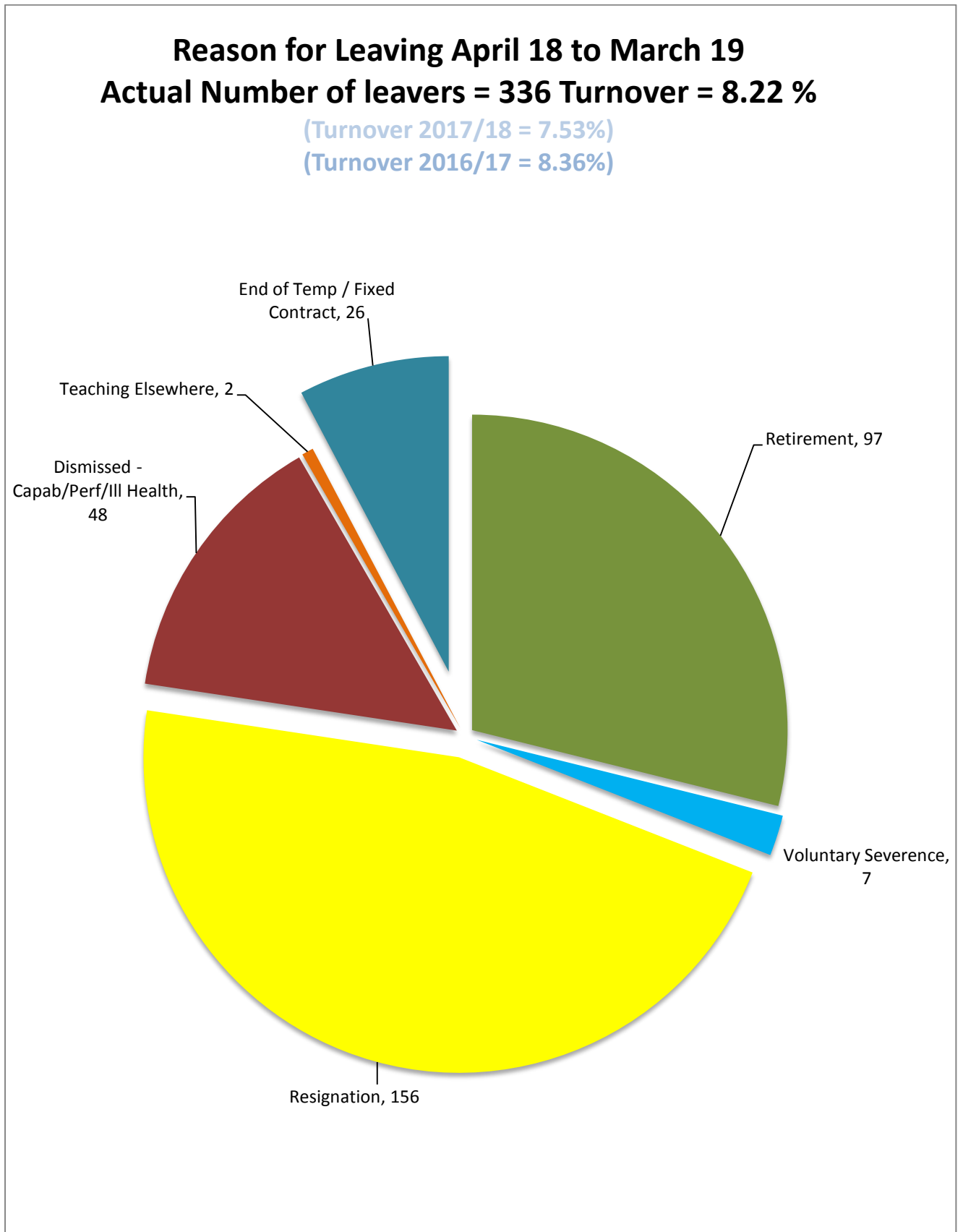
	March 2019	% of total workforce 2019	March 2018	% of total workforce 2018	March 2017	% of total workforce 2017
Permanent Employees (includes Temp Occupied by Perm)	3401	83	3494	85	3528	88
Temporary Employees	686	17	608	15	468	12

d. Modern Apprentice Breakdown

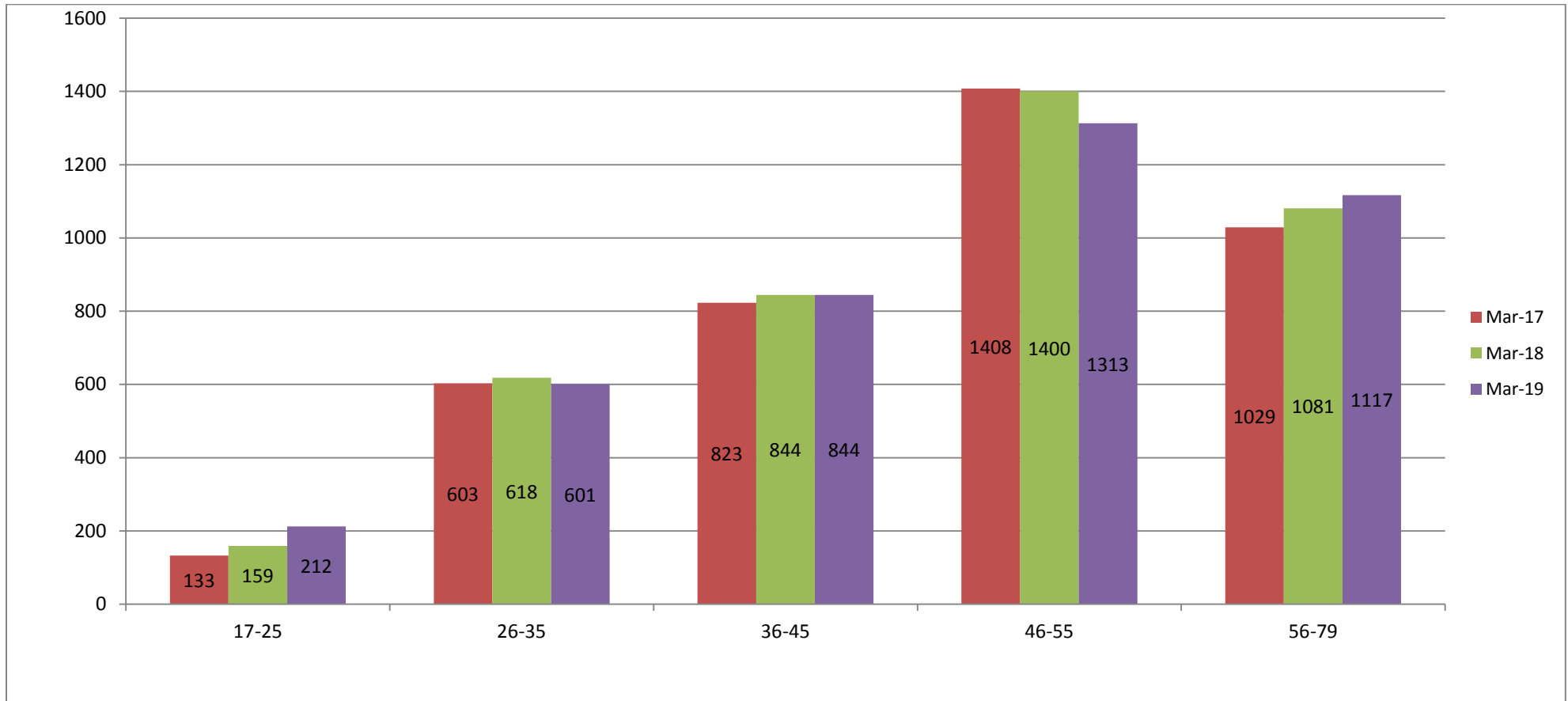
Directorate	No. of Modern Apprentices 18/19	<i>No. of Modern Apprentices 17/18</i>	<i>No. of Modern Apprentices 16/17</i>
HSCP	3	4	4
ECOD	17	7	7
ERR	13	13	11
Chief Executive	0	1	1
TOTAL	33	25	23

e. Reason for Leaving – Turnover

The pie chart below displays the number of leavers for 18/19 and reasons for leaving.



f. Age Profile



	% 17-25	% 26-35	% 36-45	% 46-55	% 56-79
March 2019	5	15	21	32	27
March 2018	4	15	21	34	26
March 2017	3	15	21	35	26

g. Grade Breakdown

Grade Range	Employees in March 19	Employees in March 18	Employees in March 17	% of Workforce March 19	% of Workforce March 18	% of Workforce March 17
A - G	2677	2711	2622	65	65	65
H - J	354	359	358	9	9	9
K and Above	152	145	142	4	4	4
Basic Teacher	633	607	629	14	15	15
Principal Teacher	168	171	147	5	4	4
Head Teacher/Depute Head Teachers	72	78	69	2	2	2
Psychologists	10	10	9	0.3	0.3	0.3
QIO	6	6	6	0.2	0.2	0.2
Chief Officers	15	15	14	0.5	0.5	0.5

h. Employees Covered by the Living Wage

Note: includes SJC employees only

Directorate	Number of Employees 18/19	% of Total Employees in Directorate 18/19	Number of Employees 17/18	% of Total Employees in Directorate 17/18
HSCP	122	12	137	13
ECOD	864	57	482	23
ERR	65	10	399	40
Chief Executive	0	0	0	0
TOTAL	1,051	33	1,018	25

i. Employees in Pension Scheme

Directorate	Number of Employees 18/19	% of Total Employees in Directorate 18/19	Number of Employees 17/18	% of Total Employees in Directorate 17/18
HSCP	918	88	912	87
ECOD	2072	86	1873	91
ERR	580	92	772	73
Chief Executive	7	100	8	100
TOTAL	3577	88	3565	87

j. Salary Protection/Responsibility Allowance

Within 18/19 there were **9** employees paid responsibility allowances, **6** employees' paid conserved salaries and **16** employees were paid salary protection. Please note that the figures in brackets are those that are still live and ongoing.

Directorate	2018/19			2017/18			2016/17		
	Resp Allowance	Conservation (teachers only)	Salary Protection (SJC only)	Resp Allowance	Conservation (teachers only)	Salary Protection (SJC only)	Resp Allowance	Conservation (teachers only)	Salary Protection (SJC only)
HSCP	0	0	3	0	0	1	0	0	3
ECOD	9	6	7 (4)	14	34	2	16	13	1
ERR	0	0	5 (2)	0	0	3	1	0	2
Chief Executive	0	0	1	0	0	0	0	0	0
TOTAL	9	6	16	14	34	6	17	13	6

k. Contractual Overtime

Over 18/19 there were **25** paid contractual overtime. Please note that the figures in brackets are those that are still live and ongoing.

Directorate	No. of Employees 18/19	No. of Employees 17/18	No. of Employees 16/17
HSCP	0	0	0
ECOD	10 (10)	10	10
ERR	14 (14)	15	20
Chief Executive	0	0	0
TOTAL	24	25	30

I. Night Work (Atypical Night Payments)

Please note that the figures in brackets are those that are still live and ongoing.

Directorate	Paid in 18/19		Paid in 17/18	
	No. of employees working nights as normal work pattern	No. of employees occasionally undertaking night	No. of employees working nights as normal work pattern	No. of employees occasionally undertaking night work
HSCP	31 (29)	18 (10)	33 (31)	25
ECOD	0	2 (2)	4 (3)	2
ERR	4 (4)	10	0	11
Chief Executive	0	0	0	0
TOTAL	35	30	37 (34)	38

m. Contractual Atypical Allowances

Contractual Allowance – not paid by timesheet.

Directorate	Number of Employees 18/19	Amount Paid 18/19 £	Number of Employees 17/18	Amount Paid 17/18 £
HSCP	446	219,707.01	337	179,948.43
ECOD	16	5,765.17	45	40,458.53
ERR	38	39,098.66	10	4,126.26
Chief Executive	0	0	0	0
TOTAL	500	264,570.84	392	224,533.22

n. Gender Breakdown

Gender	No. Of Employees March 19	No. Of Employees March 18	No. Of Employees March 17	% of Workforce March 19	% of Workforce March 18	% of Workforce March 17
Female	3088	3089	3002	75.56	75.30	75.12
Male	999	1013	994	24.44	24.70	24.88

3. Sessional Worker Activity – Workforce Planning

Directorate	No of Sessional Workers March 19	No of Sessional Workers March 18	No of Sessional Workers March 17
HSCP	80	98	108
ECOD	366	354	246
<i>(Supply Teachers)</i>	189	205	214
ERR	3	1	2
TOTAL	638	658	570

Quarterly reports are sent out to all services on sessional usage and supply stats are down at the end of every term.

4. Human Resources Support Activity

a. Vacancies Handled

There were **558** posts advertised:

Posts Status	Total 18/19	%	Total 17/18	%	Total 16/17	% 16/17
Open	52	9.31	79	15.58	124	18.96
Closed / Filled	412	73.84	367	72.38	429	65.60
Unfilled / Held	26	4.66	8	1.58	24	3.66
Withdrawn	68	12.19	53	10.46	77	11.78
TOTAL	558	100	507	100	654	100

Of the 412 closed adverts in Quarter 18/19; 64 of them were filled by internal applicants

b. HR Admin & Payroll Activity

	2018/19	2017/18	2016/17
Change Forms, New Starts & Leavers Processed	1879	1852	1497

Timesheets Processed In:	2018/19	2017/18	2016/17
Paper	8,364	8,251	8,347
Electronic Timesheets	85,027	86,695	82,612
TOTAL	93,391	94,946	90,959

c. Overtime Hours Worked in 2018/19

Directorate	Additional Basic At Plain Time		Overtime At 1.5		OT Pub Hols At 2.0		Grand Total 18/19		Grand Total 17/18	
	£	Hours	£	Hours	£	Hours	£	Hours	£	Hours
HSCP	£538,701.67	52,438.65	£316,730.36	16,636.18	£13,090.74	560.41	£868,522.77	69,635.24	£782,308.26	64,728.81
ECOD	£294,254.99	35,707.61	£115,735.73	9,019.80	£191.00	10.00	£410,181.72	44,737.41	£228,698.55	21,964.52
ERR	£52,890.38	5,549.29	£434,044.29	25,790.52	£4,616.87	225.25	£491,551.54	31,565.06	£767,971.95	62,795.38
Chief Executive	0	0	0	0	0	0	0	0	0	0
TOTAL	£885,847.04	93,695.55	£866,510.38	51,446.50	£17,898.61	795.66	£1,770,256.03	145,937.71	£1,778,978.76	149,488.71

Note: the above figures do not include the additional 8.3% holiday pay

d. Employee Relations Activity

	2018/19		2017/18		2016/17	
Investigations (relating to Disc, Grievance & D&R)	56		58		52	
Disciplinary	49		43		50	
Grievance & Dignity and Respect Submissions	33		14		19	
Absence Cases Supported (AM forms received - not all cases require HR involvement)	281		295		426	
Letters of Concern Issued	106		113		129	
Union Members (figures collected from check off only) (excluding EIS members)*	1631 (39.90%)		1638 (39.93%)		1631 (40.81%)	
Trade Union Activity (hours)	4,159.68		3,942.56		3768.10	
Work Life Balance Request	Received	87	Received	83	Received	70
	Approved	78	Approved	73	Approved	62
	H & Above/Teacher	31	H & Above/Teacher	31	H & Above/Teacher	25
TOIL Request for Approval	193		114		120	
TOIL Taken (days)	92		64.5		49	

Note: EIS numbers not available as not paid by payroll deduction, also some members moved to check off.

e. New Start and Leavers Survey

Number of New Starts and Leavers Surveys sent and completed

Directorate	Leaver Survey 18/19		New Employee Survey 18/19		Leaver Survey 17/18		New Employee Survey 17/18	
	Sent	Completed	Sent	Completed	Sent	Completed	Sent	Completed
Chief Exec	0	0	0	0	1	0	2	1
HSCP	66	23	90	28	42	11	70	23
ECOD	198	49	89	30	117	44	159	44
ERR	45	15	42	19	31	7	54	12
Not Known	0	32	0	7	0	25	0	10
Total	309	119	221	84	191	87	285	90

New Start and Leaver Job Satisfaction Responses

Overall, how would you rate your employment experience to date?

Answer Choices	Responses 18/19		Responses 17/18	
	Leavers	New Starts	Leavers	New Starts
Excellent	30	41	13	34
Good	55	33	59	42
Average	27	2	6	3
Poor	7	1	9	2
Not Answered	0	7	0	9
Total	119	84	87	90

5. Organisational Development Support Activity

a. Training Activity

	18/19	17/18	16/17
Port Glasgow Training Suite Open (Days)	251	249	253
Computer Room Booked (Days)	212	206	200
Room 1 Booked (Days)	195	204	188
Room 2 Booked (Days)	211	223	208.5
Corporate Training Course Attended	947	730	261
E-Learning Courses Completed	9431	4502	5747

b. Employee Participation & Job Evaluation Activity

Employees Registered as First Aiders	108
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Employees in Buy & Bank Leave Scheme 2019	190	Amount:	£85,842.72
<i>Employees in Buy & Bank Leave Scheme 2018</i>	<i>169</i>	<i>Amount:</i>	<i>£80,771.11</i>
<i>Employees in Buy & Bank Leave Scheme 2017</i>	<i>127</i>	<i>Amount:</i>	<i>£62,969.41</i>

Employees in Cycle to Work Scheme	18/19	75	17/18	76	16/17	58
Employees in Childcare Voucher Scheme	18/19	106	17/18	117	16/17	93

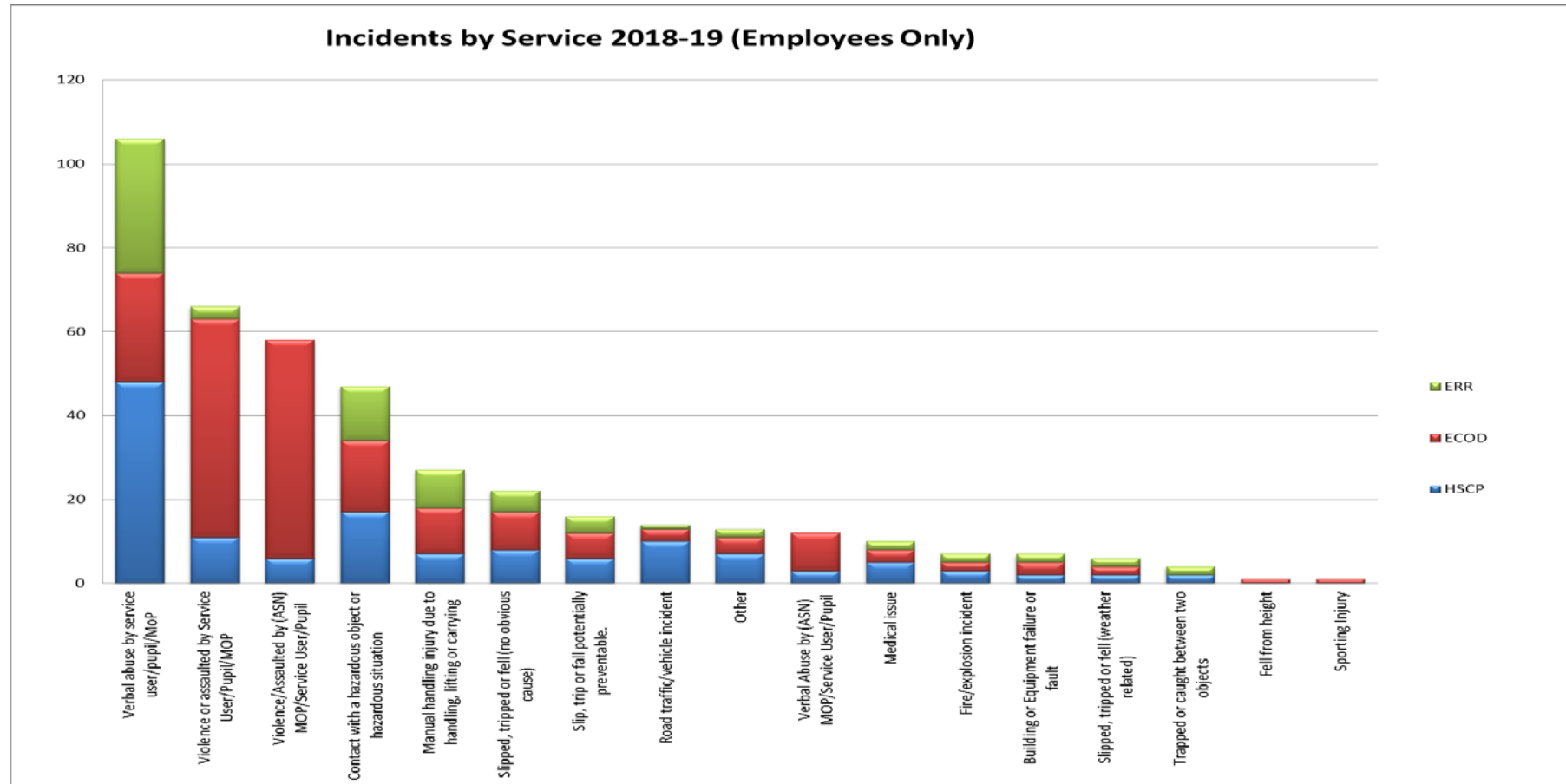
Job Evaluation Requests Received	18/19	76	17/18	55	16/17	43
Job Evaluation Appeals Received	18/19	1	17/18	1	16/17	2

6. Health and Safety Activity

Guidance: consider training needs and ensuring employees have the appropriate training and that it is recorded. Ensure risk assessments are carried out and are reviewed after accidents and incidents and that employees have been briefed on the contents.

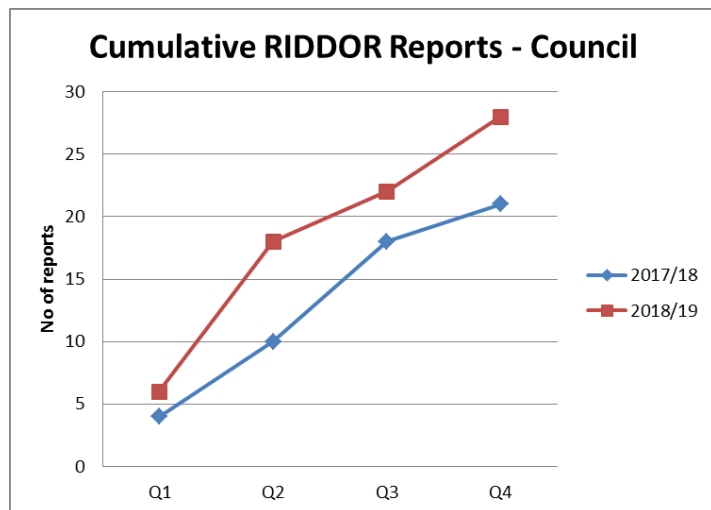
a. Causes of Accidents

The graph below shows the causes of accidents to employees by Directorate.



b RIDDOR 2013

The Graph shows the cumulative number of incidents which have been reported to the Health and Safety Executive under the requirements of the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013



The table below shows the cumulative number of RIDDOR incidents reported by directorate.

Directorate	2017/18	2017/18	2016/17
HSCP	4	8	3
ECOD	11	4	2
ERR	13	9	13
TOTAL	28	21	18

Report To:	Policy & Resources Committee	Date:	6 August 2019
Report By:	Chief Financial Officer	Report No:	FIN/69/19/AE/AP
Contact Officer:	Angela Edmiston	Contact No:	01475 712143
Subject:	Revenue Budget Outturn 2018/19 - Unaudited		

1.0 PURPOSE

1.1 The purpose of the report is to advise the Committee of the unaudited outturn of Service Committee Budgets for the year ending 31 March 2019 and to highlight any significant variances between revised budgets, period 11 reports and outturn per the 2018/19 Unaudited Accounts.

2.0 SUMMARY

2.1 Appendix 1 details the outturn (excluding earmarked reserves) per the unaudited accounts for 2018/19 and the variance between the outturn and the period 11 reports presented to the Policy & Resources Committee for all Service Committees at 21 May 2019.

2.2 The outturn per the unaudited accounts shows an underspend for 2018/19 of £3,181,000 (Appendix 1) for all Service Committees (Inclusive of HSCP). This represents an underspend of 1.87% against 2018/19 revised budget of £170,278,000. The main areas of underspend relate to:

- Additional turnover savings achieved across the Council of £1,070,000.
- Release of contingencies not required throughout 2018/19 of £1,174,000.
- Additional Internal Resources Interest earned of £343,000.
- Over-recovery of income across the Education and Communities Directorate of £176,000.
- Over-recovery of income across Environment, Regeneration & Resources Directorate of £232,000.
- Over-recovery of income across Health and Social Care Partnership of £195,000.
- HSCP Carers Act Funding (waiving of charges) not used in 2018/19 of £110,000.
- Auto Enrolment budget within HSCP not required in 2018/19 of £165,000.

2.3 Appendix 1 shows an increase in the underspend reported to the last Policy & Resources Committee (Period 11) of £1,171,000 (0.69%). Appendix 2 provides the material variances for individual Committees and further explanations for the significant variances during the year.

2.4 Many of the areas of underspend were one off in 2018/19 or will be reviewed as part of the 2020/23 budget process. As part of the 2019/20 budget, various efficiencies and adjustments were removed from the budget as approved throughout the year by the Policy and Resources Committee. Appendix 2 highlights those areas that were adjusted during 2019/20 where applicable.

2.5 The Council currently utilises smoothing earmarked reserves to deal with pressures arising from demand led services. This approach helps smooth out budget pressures over a number of years. Current smoothing earmarked reserves include Winter Maintenance, Residential Childcare, Older People Residential Care, Microsoft Licensing and Loans Charges.

2.6 Overall, there is £5.2m within free reserves as at 31 March 2019 which is an increase of £1.75m since the budget was set in March 2019 and £1.6m greater than the position reported

to the Policy & Resources Committee May 2019. This excludes the Health & Social Care underspend as this will be retained by the IJB.

- 2.7 The increase is mainly due to a prior year Capital Fund adjustment of £1.5m, a planned write back of an earmarked reserve of £0.452m and further underspends across Committees detailed in this report offset by the correction of and under provision for Council Tax bad debt. It is recommended that any decision on the use of remaining free reserves be deferred until the consideration of the 2020/23 Budget.

3.0 RECOMMENDATIONS

- 3.1 It is recommended the Committee notes the Service Committee underspend per the unaudited accounts for 2018/19 of £3,181,000, the reasons for the material variances from budget and the 0.69% movement from Period 11 to Final Outturn.
- 3.2 It is recommended that the Committee notes that officers will identify any opportunities to adjust budgets from 2019/20 and include proposals in future Budget Reports.
- 3.3 It is recommended that the Committee confirms that decisions regarding available Free Reserves will form part of the 2020/23 Budget development.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The purpose of this report is to advise the Committee of the outturn position per the unaudited accounts for 2018/19 and to highlight the main issues contributing to the underspend of £3,181,000. The report also informs the Committee of the movement since the last report to the Committee and the main issues contributing to the movement.

5.0 2018/19 UNAUDITED OUTTURN

- 5.1 It can be seen from Appendix 1 that the outturn per the unaudited accounts for 2018/19 is an underspend of £3,181,000 for all Service Committees. The outturn comprises an underspend of £1,925,000 within Policy & Resources Committee, £194,000 within Environment & Regeneration Committee, £74,000 within Education & Communities and £988,000 within Health & Social Care. It should be noted that the underspend within Health & Social Care will be retained by the IJB and not form part of the Council's reserves.
- 5.2 Main areas of underspend relate to additional turnover savings achieved, the release of inflation contingencies not required, an over recovery of income across all services and additional Internal Resources Interest earned. Appendix 2 provides more detailed material variances and reasons behind the underspend on a Committee by Committee basis.
- 5.3 Further underspends below £50,000 were incurred across all Services. The underspend in year has been partly offset by increased costs for client care package cost within Social Care Services, a net overspend within Roads Operation Services and Building Services Unit and additional costs as a result of the company that provided the main recycling contract entering administration.
- 5.4 It can be seen in Appendix 1, that the outturn (per the unaudited accounts) of £3,181,000 is a movement of £1,171,000 since the last report to the Policy & Resources Committee in May 2019. Appendix 1 details the movement in underspend per Service Committee. Appendix 2 provides more details regarding the material variances since the Period 11 Policy & Resources Committee report and the reasons for these movements.
- 5.5 Further details on the 2018/19 outturn will be submitted to individual Committees with the first Revenue Monitoring Report for 2019/20 in the next Committee cycle.
- 5.6 Overall, there is £5.2m within free reserves as at 31 March 2019 which is an increase of £1.75m since the budget was set in March 2019 and £1.6m greater than the position reported to the Policy & Resources Committee in May 2019. This excludes the Health & Social Care underspend as this will be retained by the IJB. The increase is mainly due to a prior year Capital Fund adjustment of £1.5m, a planned write back of an earmarked reserve of £0.452m, and further underspends in Committee budgets as detailed in this report offset by the correction of an under provision of Council Tax bad debt. It is recommended that any decision on the use of remaining free reserves be deferred until the consideration of the 2020/23 Budget.

6.0 OTHER INFORMATION

- 6.1 The accuracy of budgeting and projections is an important measure of the Council's Financial Management performance. The percentage variance for 2018/19 increased slightly from 2017/18 but remains at a significantly lower percentage than 2015/16 and 2014/15. The increase in percentage underspend in 2018/19 is mainly due to release of contingencies not required in year and additional turnover savings achieved. Efficiencies and historic underspends were identified in 2018/19 to be removed as part of the 2019/20 budget and have been reported as underspends within the 2018/19 final outturn. The following shows the variance for the last 5 years and the percentage against revised revenue budget for the relevant year.

Year	Variance	Percentage Variance
2014/15	Underspend £4.395m	2.61%
2015/16	Underspend £5.814m	3.41%
2016/17	Underspend £2.243m	1.38%
2017/18	Underspend £2.797m	1.67%
2018/19	Underspend £3.181m	1.87%

6.2 As part of the 2019/20 budget process, decisions were taken to address underspends. Directorates identified a number of historic underspends and efficiencies within the budgets that have been removed as part of the 2019/20 budget process.

6.3 Officers will however use this latest information to identify further potential budget adjustments in order to reduce the funding gap over 2020/23.

7.0 IMPLICATIONS

7.1 FINANCE

All financial implications are discussed in detail within the report and presented in attached appendices.

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

7.2 LEGAL

There are no specific legal implications arising from this report.

7.3 HUMAN RESOURCES

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

7.4 EQUALITIES

Has an Equality Impact Assessment been carried out?

Yes See attached appendix

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

7.5 REPOPULATION

There are no repopulation issues arising from this report.

8.0 CONSULTATIONS

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

9.0 BACKGROUND PAPERS

9.1 There are no background papers for this report.

POLICY & RESOURCES

REVENUE BUDGET PROJECTED POSITION AT PERIOD 11 TO FINAL OUTTURN

2017/18 Actual £000	OBJECTIVE ANALYSIS	Approved Budget 2018/19 £000	Period 11 Revised Budget 2018/19 £000	Period 11 Projection 2018/19 £000	Period 11 Projected Over/(Under) Spend 2018/19 £000	Final Over/(Under) Spend 2018/19 £000	Movement from Probable Outturn £000	Variance as % of Revised Budget
13,486	Policy & Resources	19,474	18,566	17,788	(778)	(1,925)	(1,147)	-10.37%
81,054	Education & Communities	86,962	81,248	81,192	(56)	(74)	(18)	-0.09%
20,917	Environment & Regeneration	23,795	22,667	22,284	(383)	(194)	189	-0.86%
45,698	Health & Social Care	47,794	47,797	47,004	(793)	(988)	(195)	-2.07%
161,155	COMMITTEE NET EXPENDITURE EXCLUDING EARMARKED RESERVES	178,025	170,278	168,268	(2,010)	(3,181)	(1,171)	-1.87%

Reasons: Final OutturnPOLICY & RESOURCES

Additional Turnover Savings Achieved	(79)
Over Recovery of ICT/Revenues Income	(127)
Inflation Contingencies not used	(1,174)
Over Recovery of Housing Benefit Sundry Debtors	(53)
Internal Resources Interest Over Recovery	(343)
Various (Underspends)/Overspends all under £50k	(149)

(1,925)EDUCATION & COMMUNITIES

Additional Turnover Savings Achieved	(154)
ASN Resources overspend	109
Income over-recovery across Directorate	(176)
Over spend on Utility Costs	74
Overspend on Education Transport	97
Bad Debt provision	63
Various (Underspends)/Overspends all under £50k	(87)

(74)HEALTH & SOCIAL CARE

Additional Turnover Savings achieved	(539)
One off underspend on Carers Act Funding	(110)
Overspend in client package costs across all Services	118
Net over-recovery of income across Directorate	(195)
One off underspend of Auto enrolment budget	(165)
Release of Ethical Care budget 2018/19	(72)
Overspend on agency costs	85
Underspend in Housing Support costs	(52)
Overspend on clothing and equipment costs across Directorate	59
Various (Underspends)/Overspends all under £50k	(117)

(988)ENVIRONMENT & REGENERATION

Additional Turnover Savings achieved	(298)
Roads Client underspend on Electrical Power & Lighting Maint Contract	(107)
Over recovery of Planning Income	(154)
Overspend due to Greenlight Contract	108
Reduction in Residual Waste Contract	(105)
Over Recovery of Income across Directorate	(78)
Overspend within Building Services Unit	106
Net overspend within Roads Operations Services	189
Various (Underspends)/Overspends all under £50k	145

(194)Reasons: Movement Period 11 to Final OutturnPOLICY & RESOURCES

Further underspends in inflation contingencies	(709)
Internal Resources Interest Over Recovery	(243)
Housing Benefit Sundry Debtors	(73)
Various (Underspends)/Overspends all under £50k	(122)

(1,147)EDUCATION & COMMUNITIES

ASN Resources Overspend	109
Over Recovery of Income	(131)
ASN Non teachers additional overspend	64
Other minor underspend	(60)

(18)HEALTH & SOCIAL CARE

Carers Act underspend	(87)
Additional Charging Order income	(179)
Various (Underspends)/Overspends all under £50k	71

(195)ENVIRONMENT & REGENERATION

Under Recovery in BSU income	84
Under Recovery of Income across Directorate	62
Various (Underspends)/Overspends all under £50k	43

189

MATERIAL VARIANCES FROM BUDGET (OVER £50,000)

POLICY & RESOURCES COMMITTEE

1. Contingencies – Outturn Underspend £1,174,000 (41.82%)

Due to a lower than anticipated requirement for non-pay and pay inflationary pressures, the Council underspent by £1,174,000. As part of the 2019/20 budget process, a saving of £497,000 in non-pay inflation and £805,000 in pay inflation was approved.

2. Internal Resources Income – Outturn Over Recovery £343,000 (228.6%)

Due to an increase in interest rates, Internal Resources Interest received was £343,000 more than budgeted in 2018/19. A review of this budget has been undertaken as part of the budget process and the recovery target has been increased by £100,000 with a further increase being proposed for 2020/21.

3. Turnover Savings – Outturn Underspend £79,000 (0.92%)

Turnover savings of £79,000 was achieved by the Committee for 2018/19 which is an increase in savings achieved of £11,000 since last reported to Committee.

4. ICT Income – Outturn Over Recovery £90,000 (19.22%)

ICT income over-recovery mainly due to line rental charges and a one-off £52,000 received from Education PEF and other ICT service charge. This is a decrease in income projected of £20,000 since last reported.

ENVIRONMENT & REGENERATION COMMITTEE

1. Turnover Savings – Outturn Over Recovery £298,000 (1.97%)

The Services within the Environment & Regeneration Committee achieved additional Turnover Savings of £298,000 in 2018/19. This is an increase in spend of £32,000 since period 11 report to Committee.

2. Roads Client Electrical power & Lighting maintenance – Outturn Underspend £107,000 (14.43%)

The Roads Client underspend on Electrical power and Lighting maintenance which was reported to Committee in period 11. As part of the 2019/20 budget process, a £30,000 savings has been applied to Street Lighting maintenance.

3. Planning Income – Outturn Over Recovery £154,000 (57.89%)

An over recovery of income within Planning Development control which was reported to Committee in period 11.

4. Environmental & Commercial Services Main Recycling Contract – Outturn Overspend £108,000 (51%)

An overspend within the main recycling contract of £108,000 due to the company entering administration, a reduction of £10,000 since the last report to Committee. £180,000 was built into the 2019/20 Budget to meet this pressure.

5. Environmental & Commercial Services Residual Waste Contract – Outturn Underspend £105,000 (3.60%)

Residual waste out-turned £105,000 underspend which is an increase in underspend of £17,000 since last reported to Committee. It is anticipated that virement will be approved of £100,000 to offset a shortfall in Residual Waste income.

6. Environmental & Commercial Services Trade Waste Income – Outturn Under Recovery £99,000 (12.32%)

An under recovery of Trade Waste Income of £99,000 linked with underspend in Residual Waste Contract above. It is anticipated that virement of £100,000 will be approved to offset under recovery of Income and underspend within Residual Waste Contract.

EDUCATION & COMMUNITIES

1. Turnover Savings – Outturn Over Recovery £154,000 (0.2%)

The Committee achieved additional Turnover Savings of £155,000 which is a decrease in savings achieved of £22,000 since period 11 report to Committee, the movement was mainly within Facilities Management.

2. Education Active Schools, Wraparound, CLD and Schools meals Income – Over Recovery £176,000 (10.18%)

Over recovery of income within Education services Active schools, Wraparound Income and School Meals income of £176,000.

3. ASN resources – Outturn Overspend £109,000 (10.58%)

ASN resources overspend by £109,000 mainly due to costs previously projected to be funded from earmarked reserves now being funded from core budgets.

HEALTH & SOCIAL CARE COMMITTEE**1. Turnover Savings – Outturn Over Recovery £539,000 (1.98%)**

The Committee produced additional turnover savings for 2018/19 of £539,000 mainly due to delay in filling vacant posts within Learning Disabilities, Addictions and Homecare services and is inclusive of early achievement of 2019/20 savings.

2. Client Commitments – Outturn Overspend £123,000 (1.17%)

Client Commitments were overspent by £118,000 during 2018/19. Increased costs were incurred within Homecare, Residential Nursing and Physical Disability services which were reported to Committee in period 11.

3. Auto Enrolment – Outturn Underspend £165,000 (100%)

During 2018/19 the auto enrolment costs were contained within employee costs and budget was not required, this is a one off saving during 2018/19.

4. Carers Act funding – Outturn Underspend £110,000 (30.81%)

The funding received for Carers Act of £357,000 was not spend in full as planned in 2018/19 due to implementation of waiving of charges delayed until 1st April 2019, this resulted in a one off underspend of £110,000 in 2018/19.

5. Income – Net Over Recovery across directorate £195,000 (0.92%)

2018/19 out-turned a net over-recovery of income of £195,000 excluding income that was offsetting costs. The main reason for the over-achievement was due to a one-off £110,000 income from SAMH which was reported to Committee in period 11 and charging order income over-recovered by £185,000.

Report To:	Policy & Resources Committee	Date:	6 August 2019
Report By:	Chief Financial Officer	Report No:	FIN/68/19/MT/AP
Contact Officer:	Matt Thomson	Contact No:	01475 712256
Subject:	2018/19 Capital Programme Performance		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Committee of the performance in the delivery of the 2018/19 Capital Programme.

2.0 SUMMARY

- 2.1 The Committee receives an annual report detailing the Capital Programme out-turn against approved budget. Achieving budgeted capital spend has been raised at a Scotland wide level by Auditors for many years and the Committee has previously approved action taken to reduce levels of slippage.
- 2.2 In 2018/19 there was net advancement of 0.52% following on from net slippage of 1.2% in 2017/18. Appendix 1 illustrates the reduction in slippage since 2014/15 and it can be seen that the 5 year average slippage is 0.9%. Slippage should be kept under 10% and likewise for acceleration, as greater than this would indicate issues with initial budget setting.
- 2.3 Appendix 2 provides a summary of the main causes for slippage/advancement with reasons for the slippage being provided by Lead Officers. As has previously been the case, it is clear that variations are not attributable to either a single project or a single reason.
- 2.4 Appendix 3 provides more detail on an individual project basis whilst Appendix 4 shows the movement in projections throughout the year. From this it can be seen that there was no Committee where the movement between Period 6 (November cycle) and out-turn was greater than 10%. This is a good outcome.
- 2.5 Overall the Capital Programme delivery performance was good with slippage in certain projects being cancelled out by advancement of spend in others. The Corporate Director Environment, Regeneration & Resources will continue to work with relevant officers throughout the year to monitor project delivery and update Committee as required.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the positive 2018/19 Capital out-turn position of 0.52% advancement.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 Following a significant level of slippage reported as part of the 2011/12 accounts, the Corporate Director Environment, Regeneration & Resources undertook action as part of the budget setting process to reduce slippage and further actions were identified in 2014 to continue this improvement. These actions included setting performance targets for Chief Officers as part of the annual Appraisal process, early notification of slippage and identification of projects which could be accelerated.

5.0 2018/19 CAPITAL DELIVERY PERFORMANCE

- 5.1 Subject to the audit of the Final Accounts, the Capital out-turn for 2018/19 is reporting advancement of 0.52% (1.2% slippage reported in 2017/18). Overall advancement remains well within acceptable levels, as stated this is partly as a result of the actions taken by Officers to reduce slippage including accelerating capital spend on a number of projects such as Inverclyde Leisure Spend to Save and Regeneration.
- 5.2 Appendix 2 provides an analysis prepared by Officers of the main reasons for any slippage whilst Appendix 3 contains a commentary by the Lead Officer where appropriate and a categorisation of the type of slippage. This latter issue is not an exact science, but does give an indication of the main reasons for the slippage.
- 5.3 It can be seen that slippage of £4.422 million (90% of all slippage) arose from internal slippage and slippage involving 3rd Parties. This was compensated for by projects accelerated by Officers of £4.964m (17.7%).
- 5.4 Directorate performance was as follows:

Corporate Director, Environment, Regeneration & Resources – overall slippage 0.81% (2017/18: 16.2% slippage) this was mainly due to slippage within Flooding, SPT projects, King George VI refurbishment and Pottery Street offices and depot refurbishment offset by advancement of Clune Park, Town and Village Centres projects and the Enterprise hub. This is a significant improvement from 2017/18.

Corporate Director, Education, Communities & Organisational Development – overall project advancement of 6.18% (2017/18: 14.1%) mainly as a result of acceleration of spend on projects within Safer Communities including the Watt Complex refurbishment and Inverclyde Leisure projects offsetting slippage within the School Estate programme.

Corporate Director, Health & Social Care – overall slippage of 32.99% (2017/18: 38.9%). The actual value of slippage was £450,000 and related mainly to a single project, the Crosshill Children's Home replacement.

- 5.5 Allied to the early identification of slippage is the potential to identify alternative projects which could be accelerated. Roads investment in particular lends itself to this approach where projects can be developed and delivered in a far shorter timescale than many other capital projects. During 2018/19 a total of £4,964m (17.7%) (2017/18: £6.812m (21.11%)) was advanced. Much of this was as a result of Council policies such as the advancement of the Road Asset Management Plan, Inverclyde Leisure Projects, Regeneration projects and the School Estates Management Plan.

6.0 IMPLICATIONS

Finance

- 6.1 Whilst there are no direct financial implications which can be quantified arising from general slippage, there can be an opportunity cost to the Council from the late delivery of projects.

Acceleration of projects is largely a positive outcome however it can result in earlier incurring of borrowing costs albeit at present interest rates are at historically low levels.

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

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

Legal

6.2 There are no legal implications arising from this report.

Human Resources

6.3 The Corporate Director, Environment Regeneration and Resources and his Heads of Service regularly review resourcing levels to ensure sufficient resources are in place to deliver the Capital Programme supported by the use of framework agreements where appropriate to access resources timeously.

Equalities

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

Repopulation

6.5 Delivery of projects on time and within budget helps increase public confidence in the Council which will improve the perception of Inverclyde and, as such, reducing Capital Slippage and improving delivery performance will make the area more attractive to residents and potential incomers.

7.0 CONSULTATIONS

7.1 This report has been produced in consultation with the relevant budget holders as well as technical officers from Legal & Property Services and Environmental & Commercial Services and approved by the Corporate Management Team.

8.0 LIST OF BACKGROUND PAPERS

8.1 None.

Annual Slippage Summary

Appendix 1

<u>Year</u>	<u>Budget</u> <u>£000's</u>	<u>Slippage</u> <u>£000's</u>	<u>%age</u>
2014/15	29,772	4,566	15.3%
2015/16	30,070	(903)	(3.0)%
2016/17	27,955	(2,560)	(9.2)%
2017/18	32,271	398	1.2%
2018/19	27,995	(146)	(0.5)%
5 year average	29,613	271	0.9%

Summary of Reported Slippage by Category

Appendix 2

<u>Committee</u>	<u>Policy Decision</u>		<u>Project Cost Reduced</u>		<u>Internal Slippage</u>		<u>Delay involving 3rd Party</u>		<u>Minor Slippage</u>		<u>Accelerated Projects</u>		<u>Total</u>	
	<u>£000</u>	<u>%age</u>	<u>£000</u>	<u>%age</u>	<u>£000</u>	<u>%age</u>	<u>£000</u>	<u>%age</u>	<u>£000</u>	<u>%age</u>	<u>£000</u>	<u>%age</u>	<u>£000</u>	<u>%age</u>
Policy & Resources	-	0.0%	-	0.0%	-	0.0%	-	0.0%	2	0.4%	-	0.0%	2	0.40%
Environment, Regeneration & Resources	-	0.0%	-	0.0%	1,523	10.5%	1,071	7.4%	318	2.2%	(2,794)	(19.2)%	118	0.81%
Education & Lifelong Learning	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	(743)	(44.3)%	(743)	(44.31)%
School Estate	-	0.0%	-	0.0%	1,213	12.2%	-	0.0%	157	1.6%	(1,343)	(13.5)%	27	0.27%
Health & Social Care	-	0.0%	-	0.0%	615	45.1%	-	0.0%	(8)	(0.6)%	(157)	(11.5)%	450	32.99%
Total	0	0.0%	0	0.0%	3,351	12.0%	1,071	3.8%	469	1.7%	(5,037)	(18.0)%	(146)	(0.52)%
<u>Directorate</u>														
Environment, Regeneration & Resources	-	0.0%	-	0.0%	1,523	10.1%	1,071	7.1%	320	2.1%	(2,794)	(18.6)%	120	0.8%
Education, Communities & Organisational Development	-	0.0%	-	0.0%	1,213	10.5%	-	0.0%	157	1.4%	(2,086)	(18.0)%	(716)	(6.2)%
Health & Social Care	-	0.0%	-	0.0%	615	45.1%	-	0.0%	(8)	(0.6)%	(157)	(11.5)%	450	33.0%
Total	0	0.0%	0	0.0%	3,351	12.0%	1,071	3.8%	469	1.7%	(5,037)	(18.0)%	(146)	(0.5)%

	Approved Budget 2018/19 Final Outturn £000's	Draft 2018/19 Final Outturn £000's	Slippage from Approved Budget £000's	Slippage from Approved Budget %age	1 Policy Decision £000's	2 Project Cost Reduced £000's	3 Internal Slippage £000's	4 Delay involving 3rd Party £000's	5 Minor Slippage £000's	6 Accelerated Projects £000's	Variation Category	Additional Comments
Policy & Resources												
Various Projects	500	498	2	.40%					2		5 Minor Slippage	
TOTAL Policy & Resources	500	498	2	.40%	0	0	0	0	2	0		
Environment & Regeneration												
Environmental Services - Roads												
Traffic Measures	188	261	(73)	(38.83)%						(73)	6 Accelerated Projects	
SPT	1,600	1,268	332	20.75%				332			4 Delay involving 3rd Party	Legal - access delay- Chapelton Bridge
Flooding Strategy - Greenock Central	373	265	108	28.95%				108			4 Delay involving 3rd Party	Consultant Designer - Engineering Difficulties
Floodign Strategy - Future schemes	501	0	501	100.00%				501			4 Delay involving 3rd Party	Consultant Designer - Engineering Difficulties
Various Projects	132	116	16	12.12%					16		5 Minor Slippage	
Roads Asset Management Plan												
Carriageways	1,586	1,723	(137)	(8.64)%						(137)	6 Accelerated Projects	
Footways	107	421	(314)	(293.46)%						(314)	6 Accelerated Projects	
Structures	355	105	250	70.42%			250				3 Internal Slippage	
Lighting	1,316	1,203	113	8.59%					113		5 Minor Slippage	
Various Projects	565	565	0	.00%							5 Minor Slippage	
Environmental Services												
Scheme of Assistance	726	836	(110)	(15.15)%						(110)	6 Accelerated Projects	
Clune Park Regeneraion	0	531	(531)	100.00%						(531)	6 Accelerated Projects	
Cremator Replacement	200	3	197	98.50%			197				3 Internal Slippage	Delay in tender process to appoint consultant.
Vehicles Replacement Programme	1,378	1,510	(132)	(9.58)%						(132)	6 Accelerated Projects	
Sir Michael Street Play Area - Phase 2	92	0	92	100.00%			92				3 Internal Slippage	Delay in tender process and project now on site.
Park, Cemeteries & Open Spaces AMP	193	273	(80)	(41.45)%						(80)	6 Accelerated Projects	
Zero Waste Fund	40	57	(17)	(42.50)%						(17)	6 Accelerated Projects	
Various Other Play Areas	50	205	(155)	(310.00)%						(155)	6 Accelerated Projects	
Various Projects	251	178	73	29.08%				73			4 Delay involving 3rd Party	Bulk of this down to CCTV completion delays.
Regeneration and Planning												
Bakers Brae Re-alignment/Broomhill Regeneration	876	1,080	(204)	(23.29)%						(204)	6 Accelerated Projects	
Enterprise Hub	0	282	(282)	100.00%						(282)	6 Accelerated Projects	
Regeneration of Town & Village Centres	200	276	(76)	(38.00)%						(76)	6 Accelerated Projects	
Various Projects	98	82	16	16.33%					16		5 Minor Slippage	
Property Services												
District Court Room Restoration	396	474	(78)	(19.70)%						(78)	6 Accelerated Projects	Additional expenditure required due to unforeseen works identified during construction.
Waterfront Leisure Centre Lifecycle Works	107	45	62	57.94%			62				3 Internal Slippage	Boiler replacement project delayed at design stage.
Carriageway Glazed Roof	102	45	57	55.88%				57			4 Delay involving 3rd Party	Project involves contractor design and requirement to obtain building warrant / Listed Building Consent.
King George VI Refurbishment	347	107	240	69.16%			240				3 Internal Slippage	Project delayed on site due to discovery of additional structural issues / works required.
Boglestone Community Centre	220	47	173	78.64%				173			3 Internal Slippage	Design stage behind programme due to structural investigations.
Greenock Cemetery - Ivy House Replacement	187	69	118	63.10%				118			3 Internal Slippage	Project delayed due to initial tender return over budget requiring re-design.
Clyde Square Piazza - Roof Membrane	0	73	(73)	100.00%						(73)	6 Accelerated Projects	Project brought forward to aid slippage elsewhere in capital programme.
Various Projects	87	137	(50)	(57.47)%						(50)	6 Accelerated Projects	Projects brought forward to aid slippage elsewhere in capital programme.
Minor Works	189	338	(149)	(78.84)%						(149)	6 Accelerated Projects	Minor projects brought forward to aid slippage elsewhere in capital programme.
Statutory Duty Works	319	487	(168)	(52.66)%						(168)	6 Accelerated Projects	Minor projects brought forward to aid slippage elsewhere in capital programme.
Vehicle Wash Installation	251	340	(89)	(35.46)%						(89)	6 Accelerated Projects	Additional expenditure required due to pressure issues and incoming water supply.
Pottery Street Offices & Depot Refurbishment	771	380	391	50.71%			391				3 Internal Slippage	Design and construction stages behind original programme.
East Hamilton Street Parking	0	76	(76)	100.00%						(76)	6 Accelerated Projects	Project brought forward to aid slippage elsewhere in capital programme.
Various Projects	739	566	173	23.41%					173		5 Minor Slippage	
TOTAL Environment & Regeneration	14,542	14,424	118	.81%	0	0	1,523	1,071	318	(2,794)		

	Approved Budget 2018/19 £000's	Draft 2018/19 Final Outturn £000's	Slippage from Approved Budget £000's	Slippage from Approved Budget %age	1 Policy Decision £000's	2 Project Cost Reduced £000's	3 Internal Slippage £000's	4 Delay involving 3rd Party £000's	5 Minor Slippage £000's	6 Accelerated Projects £000's	Variation Category	Additional Comments
Education & Lifelong Learning												
Non-SEMP												
Education & Communities (Non-SEMP)												
Safer Communities												
Watt Complex Refurbishment	903	1128	(225)	(24.92)%						(225)	6 Accelerated Projects	Expenditure exceeded prudent view taken on projection.
IL Spend to save- Lady Octavia	0	433	(433)	100.00%						(433)	6 Accelerated Projects	Project able to be taken forward earlier than anticipated - no programme available at budget setting.
IL Spend to save- Boglestone	0	115	(115)	100.00%						(115)	6 Accelerated Projects	Project able to be taken forward earlier than anticipated - no programme available at budget setting.
Various Projects	774	744	30	3.88%						30	6 Accelerated Projects	
TOTAL Education & Lifelong Learning (excl School Estate)	1,677	2,420	(743)	(44.31)%	0	0	0	0	0	(743)		
SEMP												
Glenpark Early Learning Centre - New Build	515	666	(151)	(29.32)%						(151)	6 Accelerated Projects	Expenditure exceeded prudent view taken on projection and overall slight increase in total project costs.
Glenbrae Children's Centre - Aberfoyle Rd Refurbishment	602	457	145	24.09%			145				3 Internal Slippage	Project completed later than originally programmed and also part due to reduction in project costs.
Hillend Children's Centre - Refurbishment	379	47	332	87.60%			332				3 Internal Slippage	Design stage behind original programme and also required value engineering to address project cost.
Balance of Lifecycle Fund	662	1063	(401)	(60.57)%						(401)	6 Accelerated Projects	Projects brought forward to aid slippage elsewhere in capital programme / prudent initial estimate of spend.
Moorfoot PS Refurbishment	692	817	(125)	(18.06)%						(125)	6 Accelerated Projects	Expenditure exceeded prudent view taken on projection and overall slight increase in total project costs.
Lady Alice PS - Refurbishment	1401	1962	(561)	(40.04)%						(561)	6 Accelerated Projects	Additional expenditure required due to unforeseen works identified during construction.
Gourock PS Extension	594	273	321	54.04%			321				3 Internal Slippage	Design and construction stages behind original programme.
St Mary's PS - Refurb & Extension	1891	1476	415	21.95%			415				3 Internal Slippage	Design and construction stages behind original programme.
Early Years 1140 Hours Capital	347	452	(105)	(30.26)%						(105)	6 Accelerated Projects	Expenditure exceeded prudent view taken on projection.
Various Projects	2829	2672	157	5.55%					157		5 Minor Slippage	
TOTAL SEMP	9,912	9,885	27	.27%	0	0	1,213	0	157	(1,343)		
Health & Social Care Committee												
Crosshill Childrens Home Replacement	1,043	428	615	58.96%			615				3 Internal Slippage	Design stage delays resulted in later start on site. Issues also experienced on site with Contractor.
Wellpark Centre Internal Alterations	105	167	(62)	(59.05)%						(62)	6 Accelerated Projects	Project costs increased from original projection.
Complete on Site	58	153	(95)	(163.79)%						(95)	6 Accelerated Projects	Project costs for Cardross increased from original projection.
various projects	158	166	(8)	(5.06)%					(8)		5 Minor Slippage	
Total Health & Social Care	1,364	914	450	32.99%	0	0	615	0	(8)	(157)		
Council Total	27,995	28,141	(146)	(.52)%	0	0	3,351	1,071	469	(5,037)		
%age Variation					.00%	.00%	11.97%	3.83%	1.68%	(17.99)%		

Summary of Reported Slippage by Period

Appendix 4

	<u>Sept'18 - Period 4</u>		<u>Nov'18 - Period 6</u>		<u>Feb'19 - Period 8</u>		<u>March'19 - Period 10</u>		<u>May'19 - Period 12</u>		<u>Provisional Outturn</u>	
	<u>£000's</u>	<u>%</u>	<u>£000's</u>	<u>%</u>	<u>£000's</u>	<u>%</u>	<u>£000's</u>	<u>%</u>	<u>£000's</u>	<u>%</u>	<u>£000's</u>	<u>%</u>
Policy & Resources	15	3.00%	9	1.80%	(45)	-9.00%	(39)	-7.80%	1	0.20%	2	0.40%
Environment, Regeneration & Resources	(35)	-0.24%	(204)	-2.77%	262	1.80%	751	5.16%	119	0.82%	118	0.39%
Education & Lifelong Learning	55	4.70%	55	3.28%	(328)	-19.56%	(629)	-37.51%	(765)	-45.62%	(743)	-6.18%
School Estate	-	0.00%	783	7.90%	816	8.23%	934	9.42%	359	3.62%	27	0.27%
Health & Social Care	-	0.00%	520	38.12%	520	38.12%	642	47.07%	582	42.67%	450	32.99%
Total	35	0.1%	1,163	4.2%	1,225	4.4%	1,659	5.9%	296	1.1%	(146)	(0.5)%

	<u>Movement Nov'18</u>	
	<u>£000's</u>	<u>%</u>
Policy & Resources	(7)	(1.4)%
Environment, Regeneration & Resources	322	3.2%
Education & Lifelong Learning	(798)	(9.5)%
School Estate	(756)	(7.6)%
Health & Social Care	(70)	(5.1)%
Total	(1,309)	(4.7)%

Report To: Policy & Resources Committee **Date:** 6 August 2019
Report By: Chief Financial Officer **Report No:** FIN/67/19/AP/LA
Contact Officer: Alan Puckrin **Contact No:** 01475 712223
Subject: TREASURY MANAGEMENT – ANNUAL REPORT 2018/19

1.0 PURPOSE

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

2.0 SUMMARY

- 2.1 As at 31 March 2019 the Council had gross external debt (including PPP) of £259,305,590 and investments of £18,915,222. This compares to gross external debt (including PPP) of £271,343,865 and investments of £33,395,618 at 31 March 2018.
- 2.2 The Council’s Capital Financing Requirement at 31 March 2019 was £307,442,000. The gross external debt was £48,136,410 (15.7%) less than the Capital Financing Requirement meaning that the Council was in an underborrowed position (and remains so in 2019/20). This position is attributable to the level of cash-backed reserves held by the Council.
- 2.3 The Loans Fund Pool Rate for 2018/19 increased slightly due to a one-off additional write-off of existing premiums for prior-year debt rescheduling but remains at one of the lowest levels since at least Local Government reorganisation.
- 2.4 The average rate of return achieved on investments during 2018/19 was 0.838% which exceeds the benchmark return rate for the year of 0.675% by 0.163% and resulted in £46,000 of additional interest on investments for the Council.
- 2.5 In 2018/19 the Council restructured £3m of market debt following an offer from one of the LOBO loan lenders and paid an additional premium of £1.682m. The loan was at 5.55% but was refinanced by borrowing from the PWLB at 2.40%. The net effect of this restructuring is an annual saving in loan charges of around £30,000 per year for 44 years.
- 2.6 The Council operated within the required treasury limits and Prudential Indicators for the year set out in the Council’s Treasury Policy Statement, annual Treasury Strategy Statement, and the Treasury Management Practices.
- 2.7 There remains significant economic uncertainty in the UK and around the world, resulting in continuing volatility in the financial markets and uncertainty on UK interest rates. Given this position, the economic situation continues to be closely monitored for both risks and opportunities.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the contents of the annual report on Treasury Management for 2018/19, the ongoing work to seek to ensure the delivery of financial benefits for the Council during the current uncertainty and beyond, and that Officers are pursuing a review of loans fund repayment periods as part of the 2020-2023 budget.
- 3.2 It is recommended that the Annual Report be remitted to the Full Council for approval.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The Council is required by regulations issued under the Local Government in Scotland Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2018/19.
- 4.2 Treasury Management in this context is defined as: “The management of the local authority’s cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”
- 4.3 This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code). The report also includes a section on Loan Fund Advances (section 7) which includes information required by regulations that came into effect on 1 April 2016.

A glossary of treasury management terms is attached as Appendix 1.

5.0 ANNUAL REVIEW

- 5.1 The treasury management issues arising during the year were:
- a. The Council’s debt (including PPP) reduced during the year by £12.038m whilst Council investments reduced by £14.481m. These movements are largely due to the Council repaying maturing debt from investments.
 - b. The Council restructured £3m of its market loans during 2018/19. This followed an offer from one of the LOBO loan lenders under which the Council would pay the £3m plus a premium of £1.682m. The LOBO loan was at 5.55% and the Council funded the loan repayment by borrowing from the PWLB at 2.40%. The net effect of this restructuring is an annual saving in loan charges of around £30,000 per year for 44 years.
 - c. The Council remained within its Prudential Indicator and Treasury Management limits during 2018/19.
 - d. As at 31 March 2019 the Council had under borrowed against its capital financing requirement by £48.136m. The under borrowing will reduce due to anticipated borrowing in 2019/20.
 - e. In February 2018 the Treasury Consultants forecast that the Bank Rate would increase to 0.75% in the second quarter of 2018 and to 1.00% in the fourth quarter of 2018. The Bank Rate was, however, only increased once (in August 2018) to 0.75%. The amount of Quantitative Easing remained unchanged.
 - f. PWLB rates for new borrowing were expected to increase by between 0.20% and 0.40% but rates fell by 0.06% for long-term and up to 0.38% for short-term. These movements were not uniform during the year. Volatility resulted in the difference in rates for some loan periods between their highest and lowest levels during the year being 0.35% for some short-term loans but 0.60% to 0.70% for longer periods.
 - g. The interest rates for investments remained low during the year but were increased following (and largely in line with) the Bank Rate increase in August 2018.
 - h. The Council’s investments earned a rate of return of 0.838% during the year and outperformed the benchmark return of 0.675% resulting in additional income to the Council of £46,000.
 - i. All investments were in accordance with the Council’s investment policy and no institutions with which investments were made had any difficulty in repaying those investments and interest in full during the year.
 - j. The Council’s investment performance is due to undertaking fixed term and notice account investments at interest rates that were above the benchmark with counterparties which have high creditworthiness (the Bank of Scotland and Santander UK) and in accordance with the Council’s investment strategy.

5.2 During 2018/19 and in 2019/20, there was and remains significant economic uncertainty in the UK and around the world which has resulted in volatility in the financial markets and uncertainty on UK interest rates.

Given this position, the economic situation continues to be closely monitored for both risks and opportunities.

5.3 The Council's Year End debt position was as follows:

	At 31 March 2018	At 31 March 2019
	£	£
Total Excluding PPP	207,384,865	196,822,590
PPP Debt	63,959,000	62,483,000
Total Including PPP	271,343,865	259,305,590

Further detail is given in the following table:

	At 31 March 2018		At 31 March 2019		Movement 2018/19
	Principal	Rate	Principal	Rate	Principal
	£000		£000		£000
Fixed Rate Funding:					
- PWLB	104,714		97,260		(7,454)
- Market *	71,000		56,000		(15,000)
	175,714	4.04%	153,260	3.94%	(22,454)
Variable Rate Funding:					
- PWLB	0		0		0
- Market *	31,400		43,400		12,000
- Temporary #	271		163		(108)
	31,671	4.94%	43,563	4.93%	11,892
Total Debt (Excl PPP)	207,385	4.18%	196,823	4.16%	(10,562)
PPP Debt	63,959		62,483		(1,476)
Total Debt (Incl PPP)	271,344		259,306		(12,038)

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

- Temporary Loans includes funds held by the Council on behalf of the Common Good and Trust Funds and that are to be treated as borrowing for Treasury Management purposes under Scottish Government requirements.

5.4 The Council's cash balances investment position was as follows:

	At 31 March 2018		At 31 March 2019		Movement 2018/19
	Principal	Return	Principal	Return	Principal
	£000		£000		£000
Investments:					
- Fixed Term Deposits	11,500	0.77%	10,000	1.00%	(1,500)
- Notice Accounts	15,000	0.70%	0	0.60%	(15,000)
- Deposit Accounts	6,896	0.50%	8,915	0.75%	2,019
Totals	33,396	0.68%	18,915	0.88%	(14,481)

Investments as at 31 March 2019: £18,915,222
 Maximum level of investments in 2018/19: £42,390,119 on 18 July 2018
 Minimum level of investments in 2018/19: £14,337,922 on 12 March 2019
 Daily average for the year 2018/19: £28,232,802

5.5 2018/19 Outturn Compared to Estimates in 2018/19 Strategy

The 2018/19 outturn compared to the estimates in the 2018/19 strategy:

	2018/19 Estimate	2018/19 Outturn
<u>Borrowing Requirement</u>	£000	£000
New borrowing	0	0
Alternative financing requirements #	0	(3,000)
Replacement borrowing #	10,000	3,000
TOTAL	10,000	0
<u>Prudential/Treasury Management Indicators</u>	£000	£000
Gross external debt including PPP (As at 31 March 2019)	269,307	259,306
Capital financing requirement (As at 31 March 2019)	313,742	307,442
(Under)/over borrowing against CFR	(44,435)	(48,136)
Gross capital expenditure	£000 25,850	£000 26,859
Ratio of financing costs (including PPP) to net revenue stream	14.26%	14.73%
Ratio of net debt (debt and PPP less investments) to net revenue stream	128.6%	125.4%

- A £3,000,000 LOBO loan was repaid and refinanced from PWLB borrowing during the year.

5.6 The table in 5.5 above shows that the Council had under borrowed against its capital financing requirement by £48.136m. Under borrowing means that the Council is using cash it already has (e.g. in earmarked reserves and other balances) to cash flow capital expenditure (and maturing debt in 2018/19) rather than bringing in new funds from borrowing. The level of under borrowing is considered manageable but is kept under review in light of Council capital financing and other funding requirements.

5.7 2018/19 Outturn Compared to Limits in 2018/19 Strategy

The 2018/19 outturn compared to limits in the 2018/19 strategy:

Prudential/Treasury Management Indicators

Authorised limit for external debt

- Borrowing
- Other long term liabilities

Operational boundary for external debt

- Borrowing
- Other long term liabilities

Upper limit on sums invested for periods longer than 364 days (Actual is maximum in period)

Limits on fixed and variable rate borrowing maturing in each period at 31 March 2019 (LOBOs included based on call dates and not maturity dates)

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

Council Policy Limits

Maximum Percentage of Debt Repayable In Any Year (Actual is as at 31 March 2019)

Maximum Proportion of Debt At Variable Rates (Actual is as at 31 March 2019)

Maximum Percentage of Debt Restructured In Year (Actual is as at 31 March 2019)

2018/19 Limits		2018/19 Outturn	
£000		£000	
250,000		196,823	
64,000		62,483	
314,000		259,306	
£000		£000	
230,000		196,823	
64,000		62,483	
294,000		259,306	
£000		£000	
10,000		0	
Fixed	Var.	Fixed	Var.
45%	35%	7.7%	22.1%
45%	35%	10.7%	0%
45%	35%	12.8%	0%
45%	35%	0.7%	0%
45%	35%	3.9%	0%
45%	35%	21.8%	0%
45%	35%	20.3%	0%
25%		20.3%	
45%		22.1%	
30%		1.4%	

The forecast Investment Balances for 2018/19 required for "investments" as defined in the Investment Regulations and the actual position at 31 March 2019 is shown in Appendix 2.

5.8 As advised in the 2018/19 strategy, the Prudential Code requires that the Council states how interest rate exposure is managed and monitored.

The position in 2018/19 was that all of the Council's PWLB debt was at fixed rates. The Market debt contained some debt at fixed rates, some small elements at variable rates and some where the rates could change (although none did). The Council's investments, which were all for less than 1 year, were all variable or regarded as variable under the treasury management rules.

During 2018/19, these interest rate exposures were managed and monitored by the Council through management reports on treasury management that were received and reviewed by the Chief Financial Officer.

5.9 The forecast from the Treasury Consultants in the Strategy for the Bank Rate as at 31 March and the latest forecast are:

	Forecast Per 2018/19 Strategy	Actual/ Latest Forecast
2018/19	1.00%	0.75% (Actual)
2019/20	1.25%	0.75% (Forecast)
2020/21	1.50%	1.25% (Forecast)
2021/22	---	1.50% (Forecast)

5.10 The Council's Loans Fund Pool Rate for Interest is used to allocate interest charges to the General Fund and reflects the actual cost of the Council's Treasury activities. The rates for the last 5 years (excluding expenses) are as follows:

Year	Loans Fund Pool Rate
2014/15	3.934%
2015/16	3.843%
2016/17	3.659%
2017/18	3.557%
2018/19	3.608%

The Loans Fund Pool Rate for 2018/19 increased slightly due to a one-off additional write-off of existing premiums for prior-year debt rescheduling but remains at one of the lowest levels since Local Government reorganisation.

It is expected that there will be a small increase in the Pool Rate in the medium term.

5.11 The Council's investment policy for the year is governed by Scottish Government Investment Regulations and was implemented in the annual investment strategy approved by the Council on 12 April 2018. This policy sets out the approach for choosing investment categories and counterparties, and is based on credit ratings provided by the three main credit rating agencies supplemented by additional market data such as rating outlooks, credit default swaps, bank share prices etc.

All investments in 2018/19 and 2019/20 to date were in accordance with the policy and no institutions with which investments were made had any difficulty in repaying investments and interest in full.

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

Average Investment	Rate of Return (gross of fees)	Benchmark Return (3 month LIBID un compounded)
£28,232,802	0.838%	0.675%

The Council has outperformed the benchmark by 0.163% resulting in additional income to the Council of £46,000.

6.0 OTHER ISSUES

6.1 Banking Contract

The Council's previous contract with Bank of Scotland was for the period to 31 March 2019 and so tenders were issued during 2018/19. The Bank of Scotland was the successful bidder and the new contract covers the 5 year period from 1 April 2019 to 31 March 2024 with 3 one year optional extensions.

6.2 Treasury Consultants Contract

The Council's contract with its treasury consultants ended on 30 June 2019 and tenders have been issued for an initial 3 year period with 3 one year optional extensions.

7.0 LOANS FUND ADVANCES

7.1 Where capital expenditure is funded by borrowing (referred to as loans fund advances), the debt financing costs are paid from the Revenue Budget as loan charges comprised of the repayments of debt along with interest and expenses costs on the borrowing.

7.2 The Council is required to set out its policy for the repayment of loans fund advances.

For loans fund advances made before 1 April 2016 the policy will be to maintain the practice of previous years and use the Statutory Method (option 1) with annual principal repayments being calculated using the annuity method.

The same method is proposed for loans fund advances made after 1 April 2016 for the permitted 5 year transitional period. In applying the annuity method to new advances in any year, the interest rate used in the annuity calculation will be the Council's loans fund pool rate for the year (including expenses) as rounded up to the nearest 0.01%.

This policy was approved by the Full Council at its meeting on 12 April 2018.

7.3 The outstanding loans fund advances (representing capital expenditure still to be repaid from the Revenue Budget) are:

	2018/19
	Actual
	£000
Balance As At 1 April	246,043
Add: Advances For The Year	10,165
Less: Repayments For The Year	11,738
Balance As At 31 March	244,470

7.4 For the loans fund advances outstanding as at 31 March 2019, the liability to make future repayments (excluding debt interest and expenses) is as follows:

	£000
Year 1	12,254
Years 2-5	38,051
Years 5-10	41,635
Years 10-15	41,759
Years 15-20	37,300
Years 20-25	32,149
Years 25-30	25,053
Years 30-35	11,519
Years 35-40	4,074
Years 40-45	560
Years 45-50	116
TOTAL	244,470

7.5 Clarification was recently received from Audit Scotland that permits the review of loans fund repayment periods where it is prudent to do so. This may generate medium term revenue savings. Officers will review the loans fund repayment periods as part of the forthcoming budget.

8.0 IMPLICATIONS

Finance

- 8.1 Through the achievement of exceeding the investment benchmark return rate, the Council has benefited from additional returns of £46,000. The Council utilises Treasury Management as part of the overall Financial Strategy. Officers will continue to investigate borrowing and investment opportunities to bring financial benefits to the Council, all within the Treasury Management Policy.

Legal

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

Human Resources

- 8.3 There are no HR implications arising from this report.

Equalities

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

Repopulation

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

9.0 CONSULTATIONS

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

10.0 LIST OF BACKGROUND PAPERS

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

TREASURY MANAGEMENT
GLOSSARY OF TERMS

Affordable Capital Expenditure Limit

The amount that the Council can afford to allocate to capital expenditure in accordance with the requirements of the Local Government in Scotland Act 2003 and supporting regulations.

Authorised Limit for External Debt

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

Bail In

The use of funds held by a bank or other financial institution (whether in the form of customer bank deposits or bonds) to help prevent the collapse of a bank and in place of Governments stepping in with funds/support. The introduction of Bail In powers is part of the implementation of the Bank Recovery and Resolution Directive.

Bank of England

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

Bank Rate

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

Bank Recovery and Resolution Directive (BRRD)

The Bank Recovery and Resolution Directive is a European legislative requirement which sets out a common approach within the EU to how countries will deal with any banks and financial institutions that get into financial difficulty. It includes the use of Bail In powers and was implemented in the UK, Germany and Austria on 1 January 2015 and in most of the other EU countries in 2016.

Call Date

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

Capital Expenditure

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

Capital Financing Requirement

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

CDS Spread

A CDS Spread or “Credit Default Swap” Spread is the cost of insuring against default by a Counterparty. Increases in the CDS Spread for a Counterparty may indicate concerns within the market regarding a Counterparty.

Certificates of Deposit

Certificates of Deposit (or CDs) are a form of investment and similar to Fixed Term Deposits in that the investment is with a named Bank or Financial Institution, matures on a set date, and is repaid with interest on the maturity date. Unlike a Fixed Term Deposit, a CD can also be traded in the market prior to maturity.

CIPFA

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

Counterparty

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

Credit Ratings

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

The highest credit rating is AAA.

European Central Bank

Sometimes referred to as "the ECB", the European Central Bank is the central bank that sets interest rates for the Eurozone. It is the equivalent of the Bank of England.

Eurozone

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

Federal Reserve

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

Fixed Rate Funding/Investments

This term refers to funding or investments where the interest rate that applies to payments or receipts of interest on the funding or investments is fixed and does not change.

Fixed Term Deposit

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

Gilt Yields

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

Gilts

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

Gross Domestic Product

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

Inflation

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

Investment Regulations

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

LIBID

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

LIBOR

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

Link

Link Treasury Services Limited who are the Council's treasury management consultants who were previously named Capita Treasury Solutions Limited.

Liquidity

In relation to investments, liquidity relates to the ability to access invested funds. If funds are in a call account they have high liquidity (because the funds are readily accessible) whilst if funds are invested in bonds the bonds would need to be sold in order to access the funds (lower liquidity).

LOBO

This is a form of loan that the Council has with some lenders. The term is short for the phrase "Lender Option/Borrower Option". A LOBO loan allows the lender to propose adjustments to the loan interest rate at various call dates during the period of the loan (the "lender option") but the borrower does not need to accept the adjustments and can instead redeem the loan (the "borrower option").

MIFID II

The Markets in Financial Instruments Directive (MIFID II) is an EU Directive that came into force on 3 January 2018.

Money Market Fund

A Money Market Fund (or MMF) is a highly regulated investment product into which funds can be invested. An MMF offers the highest possible credit rating (AAA) whilst offering instant access and the diversification of risk (due to the MMF's balances being investing in selected and regulated types of investment product with a range of different and appropriately credit-rated counterparties).

MPC

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

Operational Boundary

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

Prudential Code

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

Prudential Indicators

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

PWLB

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

PWLB Certainty Rates

PWLB rates for new borrowing at a 0.20% discount to standard PWLB rates for local authorities that submit annual information on their long-term borrowing and capital spending plans. The PWLB Certainty Rates came into effect on 1 November 2012.

PWLB Rates

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

Quantitative Easing

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

Ratings

Ratings are indicators produced by a ratings provider (such as Fitch, Moody's or Standard & Poor's) that aim to give an indication of the financial or operational strength of entities including financial institutions and even countries. Ratings are not guarantees – they are opinions based on investigations and assessments by the ratings providers and they are regularly reviewed and updated. The Council makes use of credit ratings to determine which counterparties are appropriate or suitable for the Council to make deposits with.

Ring Fencing

In banking terms, the proposal (currently expected by 2019) that those parts of a bank that undertake riskier activities (such as investment banking) be kept legally separate from those parts that undertake less risky/safer activities (such as the accepting of customer deposits).

Security

In relation to investments, security refers to the likelihood that invested funds will be returned to the investor when due.

Stress Tests

Reviews of the assets and liabilities of banks and financial institutions carried out by regulators such as the European Banking Authority (EBA) and the Prudential Regulation Authority (PRA) in the UK to identify the impact of potential economic scenarios, assess the strength of those banks/financial institutions, and determine any action required by banks/financial institutions to strengthen their financial positions.

Treasury Management Code

This is the "Treasury Management in the Public Services: Code of Practice". It is produced by CIPFA and was last revised in December 2017.

Treasury Management Indicators

These are Prudential Indicators specifically relating to Treasury Management issues.

Treasury Management Practices (TMPs)

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

Variable Rate Funding/Investments

Funding or investments where the interest rate that applies to payments or receipts of interest on the funding or investments varies on an agreed basis.

Yield

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

**FORECAST OF INVESTMENT BALANCES
ESTIMATE FOR 2018/19 AND ACTUAL AT 31 MARCH 2019**

Investment Regulation 31 requires the Council to provide forecasts for the level of investments. The estimate for 2018/19 and the actual as at 31 March 2019 are:

	2018/19 Estimate	2018/19 Actual At 31 March 2019
	£000	£000
Cash balances managed in-house		
- At 1 April 2018	40,000	33,396
- At 31 March 2019	25,618	18,915
- Change in year	(14,382)	(14,481)
- Average daily cash balances	32,809	28,233
Holdings of shares, bonds, units (includes local authority owned company)		
- At 1 April 2018	2	2
- Purchases	0	0
- Sales	0	0
- At 31 March 2019	2	2
Loans to local authority company or other entity to deliver services		
- At 1 April 2018	524	524
- Advances	0	0
- Repayments	41	41
- At 31 March 2019	483	483
Loans made to third parties		
- At 1 April 2018	2,143	2,134
- Advances	0	28
- Repayments	23	23
- At 31 March 2019	2,120	2,139
Total of all investments		
- At 1 April 2018	42,669	36,056
- At 31 March 2019	28,223	21,539
- Change in year	(14,446)	(14,517)

The movements in the forecast investment balances shown above are due largely to ongoing treasury management activity in accordance with the Council's treasury management strategy or, for loans made to third parties, in accordance with Council decisions made in respect of such loans.

All of the Council's cash balances are managed in-house with no funds managed by external fund managers.

The "holdings of shares, bonds, units (includes authority owned company)" are historic and relate to the Common Good.

The Loans made to third parties includes a £50,000 loan to Shared Interest Society Limited ("Shared Interest") as approved by the Policy & Resources Committee in August 2017. Shared Interest are a company that uses funds invested by individuals and organisations to allow it to provide loans to fair trade businesses around the world.

Report To:	Policy and Resources Committee	Date: 6 August, 2019
Report By:	Chief Financial Officer	Report No: FIN/66/19/AP
Contact Officer:	Alan Puckrin	Contact No: 01475 712223
Subject:	2018/19 Efficiency Statement	

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Committee of the level of efficiencies achieved by the Council in 2018/19 and to approve the Annual Return to Cosla.

2.0 SUMMARY

- 2.1 All Councils are required to make an Annual Return in respect of efficiencies achieved which Cosla co-ordinates and submits to the Scottish Government. The Government has agreed to treat the Council's Efficiency Statement with a light touch and the information is at a high level.
- 2.2 The return has to be signed by the Chief Executive and the draft return is attached as Appendix 1. It can be seen that in 2018/19 the Council achieved recurring efficiency savings of £1.932 million.
- 2.3 The Council has delivered almost £21.5 million of recurring efficiency savings over the period 2008/19 (Appendix 2) and plans to deliver a further £1.821 million by 31 March 2020. Therefore by 31 March 2020 the Council will have delivered recurring efficiency savings of over £23 million over a 12 year period which continues to help the Council protect front line services at a time of ongoing real terms reductions in funding.
- 2.4 In addition to this the Council has reinvested a further £5.05 million saved to date generated via Asset Management Plans eg Schools, Offices and Depots. This is excluded from the above figures as it has been fully reinvested in new/upgraded assets.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the achievement of £1.821 million recurring efficiency savings in 2018/19 and approves the submission of the annual return to Cosla.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

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

5.0 2018/19 EFFICIENCY PERFORMANCE

5.1 The Council's return is attached as Appendix 1. It can be seen that in 2018/19 the Council achieved recurring efficiency savings of £1.932 million.

5.2 Based on these figures the Council has achieved almost £21.5 million of recurring efficiency savings over the 11 year period 2008/19 (Appendix 2) and intends to achieve a further £1.821 million by 31 March 2020. At the end of the 12 year period 2008/20 the Council will have delivered recurring efficiency savings of over £23 million per year.

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

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

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

5.4 In addition to this the Council has reinvested a further £5.05 million saved to date generated via Asset Management Plans eg Schools, Offices and Depots. This is excluded from the above figures as it has been fully reinvested in new/upgraded assets.

6.0 IMPLICATIONS

Finance

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

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (if Applicable)	Other Comments
N/A	Various	08/20	(23,306)		Recurring efficiencies delivered 2008/20

Legal

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

Human Resources

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

Equalities

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

Repopulation

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

7.0 CONSULTATION

- 7.1 The CMT supports the content of this report.

CONFIRMATION OF EFFICIENCIES DELIVERED IN 2018-19

1	Local Authority Name	Inverclyde
2	Total cash efficiency achieved for 2018-19 £'000	£1.932million
3	<p>Summary of efficiency activity e.g.</p> <p>The main initiatives the local authority has taken over the year to ensure a strategic approach to increased efficiency and productivity and the improvements achieved in these areas.</p> <p>The main information that the local authority uses to assess productivity, service quality and performance and how the scope, usefulness or reliability has been improved during the year.</p> <p>Specific steps the local authority has taken during the year to improve collaboration and joint working to deliver efficient and user-focussed services and the improvements achieved.</p>	<p>Efficiencies are identified as part of the overall Change Programme process and fed into the budget process as appropriate.</p> <p>Change Boards meet Monthly at Directorate level and the CMT review progress bi-monthly. Once approved , savings are monitored using a RAG status by the CMT.</p> <p>The Council operates a Joint Committee with West Dunbartonshire to monitor developments around collaboration and sharing. Current areas being progressed are Roads and Environmental Services with discussions taking place regarding a number of other service areas.</p>
4	<p>Breakdown of efficiency saving by Procurement, Shared Services or Asset Management £'000</p> <p>(only where relevant – not all efficiencies will fall into these categories, so the figures here do not have to match the overall total.</p>	<p>Procurement = Nil</p> <p>Shared Services = £82k</p> <p>Asset Management = £167k</p>
5	<p>Evidence: What performance measures and/or quality indicators are used to ensure that efficiencies were achieved without any detriment to services?</p>	<p>All savings are assessed for impact both prior and post delivery using the Councils performance management framework.</p>

Signed (Chief Executive)

Date 6 August, 2019

Efficiencies - 2008/9 to 2018/19

<u>Year</u>	<u>£million</u>	<u>Comment</u>
2008/9	1.966	Per Efficiency Statement
2009/10	1.922	Per Efficiency Statement
2010/11	2.864	Per Efficiency Statement
2011/12	1.754	Per Efficiency Statement
2012/13	2.096	Per Efficiency Statement
2013/14	1.430	Per Efficiency Statement
2014/15	1.763	Per Efficiency Statement
2015/16	1.741	Per Efficiency Statement
2016/17	2.550	Per Efficiency Statement
2017/18	1.467	Per Efficiency Statement
2018/19	1.932	Per Efficiency Statement
Total	<u>21.485</u>	

Note: Excludes £5.0 million efficiencies generated by Asset Management Plans which have accumulated since 2006. These savings have helped fund new or refurbished buildings.

The 2019/20 Budget contains £1.821 million of efficiency savings.
The CMT monitor delivery of these savings throughout the year.

Report To:	Policy & Resources Committee	Date:	6 August 2019
Report By:	Corporate Director (Chief Officer), Inverclyde Health & Social Care Partnership	Report No:	FIN/64/19/AP/LA
Contact Officer:	Allan McDonald	Contact No:	01475 712098
Subject:	Cyber Resilience – Annual Report 2019		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Committee with the annual update on the Cyber resilience activities within the Council.

2.0 SUMMARY

- 2.1 The Council has a number of obligations to provide assurance that it has suitable and effective policies and systems in place to mitigate threats resulting from internal and external threats to the Council's Network and Infrastructure.

- 2.2 The main requirements are set out in agreements with the following organisations:

Public Sector Network (PSN)
Scottish Government Public Sector Action Plan on Cyber Resilience
Scottish Wide Area Network

Although each has a unique accreditation process there are areas where the audit requirement is mirrored across each organisation. The Council has completed the Audit process for 2018/19.

- 2.3 The Council has had no reported Cyber Security Incidents in the previous 12 month period.
- 2.4 The Council has received positive feedback from the Scottish Government in acknowledgment of its progress in meeting the requirements of the Public Sector Action Plan.
- 2.5 The Council is at a comparable or better position than comparator organisations across the Scottish Public Sector.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the content of the report and activities in place to prevent Cyber Security Incidents.

Louise Long
Corporate Director (Chief Officer), Inverclyde HSCP

4.0 BACKGROUND

- 4.1 The Government Security Policy Framework (SPF) provides the overall template for the Council's approach to ICT Security, along with supplementary Good Practice guides and Architectural models published by the Cabinet Office, The National Cyber Security Centre (NCSC) and the Scottish Government Defence, Security and Cyber Resilience Division.
- 4.2 The Council has a number of obligations to provide assurance that it has suitable and effective policies and systems in place to mitigate threats resulting from internal and external threats to the Council's Network and Infrastructure. The main requirements are set out in agreements with the following organisations:
 - Public Sector Network (PSN)
 - Scottish Government Public Sector Action Plan on Cyber Resilience
 - Scottish Wide Area Network

Although each organisation has a unique accreditation process there are areas where the audit requirement is mirrored across each service.

5.0 ACCREDITATION & AUDIT PROCESS

The Public Services Network (PSN)

- 5.1 PSN provides the Council with secure access to a number of services provided by National and Central Government departments. The Council's network has been connected to the PSN and its predecessors since 2006. Connectivity is dependent on the Council meeting a minimum set of security standards and having these independently reviewed and tested by a suitably accredited ICT Security Consultant.
- 5.2 The PSN accreditation process has evolved over several years, the current process involves a self-declaration of compliance with a minimum set of standards, backed up with an independent IT Health Check (ITHC).
- 5.3 The Health Check compares the security standards and practices implemented on the Council's network to baseline security guidance and identifies any weaknesses or outdated policies. From this ICT create a vulnerability assessment and action plan.
- 5.4 Any issues identified as critical or high must be addressed prior to applying for accreditation. Mitigation must be in place for any medium or low risks identified. The Council's PSN Accreditation is valid until 1 January 2020, and work towards accreditation for 2020/21 will begin in September 2019.

Scottish Government Public Sector Action Plan on Cyber Resilience

- 5.5 On 8 November 2017 the Deputy First Minister wrote to the Chief Executive launching the Scottish Public Sector Action Plan (PSAP) on Cyber Resilience.
- 5.6 The Action Plan set out key actions that the Scottish Government, public bodies and key partners were required to take up to the end of 2018 to further enhance cyber resilience in Scotland's public sector. It recognised the strong foundations in place and aimed to ensure that Scotland's public bodies work towards becoming exemplars in respect of cyber resilience.
- 5.7 It identified 11 key Actions that will be developed and implemented:
 - Key action 1 - Cyber resilience framework
 - Key action 2 - Governance
 - Key action 3 - CISP
 - Key action 4 - Independent assurance of critical controls
 - Key action 5 - NCSC active cyber defence measures
 - Key action 6 - Training and awareness raising
 - Key action 7 - Incident response

- Key action 8 - Supply chain cyber security policy
- Key action 9 - Dynamic purchasing system
- Key action 10 - Public sector cyber catalyst scheme
- Key action 11 - Monitoring and evaluation

Several of the Key Actions are being delivered by national bodies, however a number required action by the Council (Key Actions 2, 3, 4, 5, 6 and 7). This report forms part of the Council's Governance requirements under Key Action 2.

- 5.8 On 7 June 2019 the Deputy First Minister (DFM) wrote to the Chief Executive with an update on progress on the implementation of the Action Plan nationally and providing feedback on the Councils progress compared to other organisations throughout the country.
- 5.9 The DFM reported positive progress across all areas of the Public Sector in Scotland with most organisation now meeting a minimum level of Cyber Security (at least Cyber Essentials accreditation)
- 5.10 The PSAP feedback report (Appendix 1) compared Inverclyde Council's position with the current typical position across the Local Authority and the wider public sectors.
- 5.11 The report shows that the Council is in a similar or better position to comparator organisations across both sectors on all areas within the Action Plan.
- 5.12 An action has been identified across the Public Sector in Scotland to exercise the Councils' Cyber Incident Response plan. ICT Services is working with colleagues in the Joint Civil Contingencies Service to design and implement a Cyber Incident Response Exercise.

External Audit – IT Health Check and Cyber Essentials

- 5.13 ICT Services identified that many of the additional audit requirements of the Public Sector Action Plan were met or were being implemented as part of the existing approach to ICT Security and Cyber Resilience and as part of the PSN Accreditation process. Where gaps were identified, ICT completed work to include these requirements in the external ICT Security Audit and Testing Process.
- 5.14 An external ICT Security Company was contracted to undertake the necessary testing and the initial report was completed and issued at the end of May 2018. The testing at that stage found that the Council met the requirements for Cyber Essentials Certification.
- 5.15 A vulnerability assessment and action plan was created to complete the PSN testing process and to meet the requirements of the Cyber Essentials Plus accreditation by the end of October 2018.
- 5.16 Work was identified and completed on resolving or mitigating the identified risks and vulnerabilities and the external ICT Security Company completed a further audit on the completed mitigation actions in October and PSN accreditation by the end of December 2018.
- 5.17 The Council was subsequently Awarded Cyber Essentials Plus accreditation on 1 November 2018 and PSN Code of Connection Accreditation on 2 January 2019. The external audit process in preparation for the 2020/21 accreditation is scheduled to commence in September 2019.

6.0 CYBER SECURITY INCIDENTS

- 6.1 The National Cyber Security Centre identifies the most common form of Cyber-attacks and categorises them as untargeted (attackers indiscriminately target as many devices, services or users as possible) and targeted (where the Council has been singled out for attack).

6.2 Untargeted:

- Phishing - sending emails to large numbers of people asking for sensitive information (such as bank details) or encouraging them to visit a fake website
- Water Holing - setting up a fake website or compromising a legitimate one in order to exploit visiting users
- Ransomware - which could include disseminating disk encrypting extortion malware
- Scanning - attacking wide swathes of the Internet at random

6.3 Targeted:

- Spear-phishing - sending emails to targeted individuals that could contain an attachment with malicious software, or a link that downloads malicious software
- Deploying a botnet - to deliver a DDOS (Distributed Denial of Service) attack
- Subverting the supply chain - to attack equipment or software being delivered to the organisation

6.4 The Council monitors for such activities and adheres to the NCSC guidelines. To prevent incidents occurring ICT deploy a range of measures including:

- boundary firewalls and internet gateways - establish network perimeter defences, particularly web proxy, web filtering, content checking, and firewall policies to detect and block executable downloads, block access to known malicious domains and prevent users' computers from communicating directly with the Internet
- malware protection - establish and maintain malware defences to detect and respond to known attack code
- patch management - patch known vulnerabilities with the latest version of the software, to prevent attacks which exploit software bugs
- whitelisting and execution control - prevent unknown software from being able to run or install itself, including AutoRun on USB and CD drives
- secure configuration - restrict the functionality of every device, operating system and application to the minimum needed for business to function
- password policy - ensure that an appropriate password policy is in place and followed
- user access control - include limiting normal users' execution permissions and enforcing the principle of least privilege

6.5 The Council is required to report significant Cyber Security Incidents to a number of organisations including the Scottish Government, NCSC, and where there has been a loss of resources or data, to Police Scotland and/or the Information Commissioner. A Cyber Incident Reporting process has also been established by the Scottish Government.

6.6 In the previous 12 months the Council has not been subjected to any successful external Cyber Incidents and no reports to external bodies have been required.

7.0 SUMMARY

7.1 The Council has a strong and well considered approach to Cyber Security. ICT is well supported by Senior Officers and the CMT and delivers a multi-level approach to preventing Cyber Security incidents. ICT extends a cautious approach to network and infrastructure changes that could impact the overall security of the systems it provides. It welcomes the scrutiny of external testing and audit processes.

7.2 It is anticipated however that there will likely be a successful Cyber Incident at some point in the future and, while the exact nature of such an incident is unknown, ICT has a number of practices in place that will allow any incident to be contained and resolved with a minimum level of disruption as possible. An approach to increasing staff awareness of cyber security issues is being developed with colleagues from the Civil Contingencies Service.

8.0 IMPLICATIONS

8.1 Finance

It is intended that costs associated with the delivery of Cyber Security will be continue to be contained within existing ICT budget for ICT Security and PSN Accreditation process.

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

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

8.2 Legal

There are no legal issues arising from this report.

8.3 Human Resources

There are no ODHR issues arising from this report.

8.4 Equalities

Has an Equality Impact Assessment been carried out?

Yes See attached appendix

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

8.5 Repopulation

There are no repopulation issues arising from this report.

9.0 CONSULTATIONS

9.1 The CMT support the proposals in the report.

10.0 LIST OF BACKGROUND PAPERS

- 10.1 Scottish Public Sector Cyber Resilience Action Plan
- 10.2 Scottish Public Sector Cyber Resilience Action Plan Implementation toolkit
- 10.3 IT Health Check Report 2018
- 10.4 IT Health Check Vulnerability Assessment

Public Sector Action Plan - Survey Response Summary

Organisation: Inverclyde Council				
Subsector Local Authority		Initial Baseline received (July 2018): Yes October Deadline Received (December 2018): Yes		
Survey Questions:-	Your Response	Subsector Typical Response	Public Sector Typical Response	PSAP Preferred Option
Key Action 2 - Governance and Risk Management				
Do you have a named Board/Senior Management member identified as responsible for organisational cyber resilience arrangements?	Yes	Yes	Yes	Yes
Are there clear lines of responsibility and accountability for the cyber resilience of sensitive information assets and key operational services in your organisation?	Yes (self assessed)	Yes (self assessed)	Yes (self assessed)	Yes, and arrangements have been independently audited
Is there regular Board/Senior Management-level consideration of the cyber threat and the arrangements the organisation has in place to manage risks arising from it? (Note: please interpret "regular" in the context of the frequency of relevant board/senior-management level meetings).	Yes	Yes	Yes	Yes
Are all key known cyber risks identified and reflected appropriately in your organisational risk register?	Yes (self assessed)	Yes (self assessed)	Yes (self assessed)	Yes, and arrangements have been independently audited
Are appropriate management policies and processes in place to direct the organisation's overall approach to cyber resilience?	Yes (self assessed)	Yes (self assessed)	To some extent/In process of implementing	Yes, and arrangements have been independently audited
On the basis of the operation of your governance and risk management arrangements to date, please select up to 3 broad categories from the drop-down menus below that, in your view, represent the most significant risks/challenges to your organisational cyber resilience. Please rank these from 1 to 3 in order of significance (with 1 being most significant).				
Key Issue 1	Budget/Resource	Patching	Staff awareness and training	N/A
Key Issue 2	Staff awareness and training	Staff awareness and training	Legacy Systems	N/A
Key Issue 3	Specialist cyber security skills	Budget/Resource	Patching	N/A

Colour key:-
PSAP/SG/NCRLB recommended option
Aligned with PSAP
Working towards PSAP alignment
Out of step with PSAP
No recommended option

Survey Questions:-	Your Response	Subsector Typical Response	Public Sector Typical Response	PSAP Preferred Option
Key Action 3 - Intelligence Sharing				
Are your organisation's relevant key representatives members of the Cybersecurity Information Sharing Partnership (CISP)?	Yes	Yes	Yes	Yes
[Only to be answered if you are members of CISP] Has your organisation actively shared cyber threat intelligence via CISP since joining?	No, because we have had no need to do so (not applicable)	Yes	Yes	Yes
[Only to be answered if you are members of CISP] Has your organisation acted upon cyber threat intelligence gathered via CISP since joining?	Yes	Yes	Yes	Yes
Key Action 4 - Independent assurance of critical technical controls				
Initial Baseline Response				
Has your organisation undergone a Cyber Essentials pre-assessment or an alternative process to secure independent advice on the extent to which critical technical controls (as set out in the Cyber Essentials standard) are in place?	Yes	Yes	Yes	Yes
Have your Board/senior members come to a decision as to what action to take in order to secure independent assurance that critical technical controls are in place (i.e. a decision on whether to pursue Cyber Essentials Plus or, exceptionally, an alternative)?	Yes	Yes	Yes	Yes
How does your organisation intend to secure independent assurance that critical technical controls are in place?	Cyber Essentials Plus certification	Cyber Essentials Plus certification	Cyber Essentials Plus certification	Cyber Essentials Plus certification
[Only to be answered if you are required establish independent assurance arrangements] By which date do you expect to have in place the relevant independent assurance that critical technical controls are in place?	End October 2018	End October 2018	End October 2018	End October 2018

Survey Questions:-	Your Response	Subsector Typical Response	Public Sector Typical Response	PSAP Preferred Option
Position after October Deadline				
Which of the following best describes the method your organisation has chosen for independent assurance of critical technical controls?	Cyber Essentials Plus certification	Cyber Essentials Plus certification	Cyber Essentials Plus certification	Cyber Essentials Plus certification
What is, or will be, the scope of any CE/CE+ certification and/or other independent assurance held by your organisation?	Entire Network, including core and auxiliary systems	Entire Network, including core and auxiliary systems	Entire Network, including core and auxiliary systems	Entire Network, including core and auxiliary systems
By when did or will your organisation achieve your chosen method of independent assurance of critical technical controls (CE+, CE and alternative independent assurance, or other form of independent assurance)?	Achieved since end October 2018	Achieved by end October 2018	Achieved by end October 2018	Achieved by end October 2018
If already achieved, what were the costs (actual or estimated) for completing remediation work to achieve compliance?	£0	£5,999	£15,236	N/A
If already achieved, what were the costs (actual or estimated) for engaging assessors and gaining accreditation for your organisation?	£1,525	£8,636	£4,620	N/A
What were/are the key challenges or barriers to achieving your chosen method of independent assurance?				
Key Issue 1	Patching	Patching	Patching	
Key Issue 2	Access control	Legacy Systems	Legacy Systems	
Key Issue 3	Firewalls	Budget/Resource	Budget/Resource	
Does your organisation have processes in place to maintain critical technical controls and achieve accreditation/alternative assurance on an ongoing basis (e.g. lifecycle management, etc.)?	Yes	Yes	Yes	Yes
Has your organisation built Cyber Essentials requirements in to existing audit processes (e.g. IT HealthCheck, etc)?	Yes	Yes	Yes	Yes

Survey Questions:-	Your Response	Subsector Typical Response	Public Sector Typical Response	PSAP Preferred Option
Key Action 5 - Active Cyber Defence measures				
Is your organisation making use of the following NCSC Active Cyber Defence Measures?				
Protected DNS	Yes, fully implemented where appropriate	Yes, fully implemented where appropriate	Yes, fully implemented where appropriate	Yes, fully implemented where appropriate
DMARC anti-spoofing	Yes, fully implemented where appropriate	Yes, fully implemented where appropriate	Yes, fully implemented where appropriate	Yes, fully implemented where appropriate
Webcheck	Yes, fully implemented where appropriate	Yes, fully implemented where appropriate	Yes, fully implemented where appropriate	Yes, fully implemented where appropriate
Netcraft	Yes, processes are in place (where appropriate) to ensure appropriate reporting to Netcraft	Yes, processes are in place (where appropriate) to ensure appropriate reporting to Netcraft	Yes, processes are in place (where appropriate) to ensure appropriate reporting to Netcraft	Yes, processes are in place (where appropriate) to ensure appropriate reporting to Netcraft
Does your organisation feel it has a sufficient number of well-trained staff to implement and use ACD measures (including responding to the recommendations of WebCheck findings)?	Yes	Yes	To some extent but this is an area of challenge	Yes
Key Action 6 - Staff training and awareness				
Does your organisation have in place appropriate staff training and awareness-raising arrangements for staff at all organisational levels in respect of cyber resilience (including as part of wider security training and awareness-raising arrangements)?	Yes (self-assessed)	To some extent/in process of implementing	To some extent/in process of implementing	Yes, and arrangements have been independently audited
Does your organisation have in place appropriate disciplinary processes for staff at all organisational levels in respect of breaches of cyber resilience-related policies (including as part of wider security-related policies)?	Yes (self-assessed)	Yes (self-assessed)	Yes (self-assessed)	Yes, and arrangements have been independently audited

Survey Questions:-	Your Response	Subsector Typical Response	Public Sector Typical Response	PSAP Preferred Option
Key Action 7 - Cyber Incident Response				
Does your organisation have in place appropriate cyber incident response plans, aligned with the Central Cyber Incident Notification and Coordination Policy?	Yes (self-assessed)	Yes (self-assessed)	To some extent/in process of implementing	Yes, and arrangements have been independently audited
Has your organisation exercised your cyber incident response plans?	No, but we plan to do so	No, but we plan to do so	No, but we plan to do so	Yes
Key action 10 - Cyber Catalyst scheme – common issues and solutions				
We are keen to understand the potential sustainability of any such pilots, and would like to understand whether, <u>in principle</u> , your organisation would be likely to have an appetite for contributing to a “shared service” approach to the following key issues.				
(i) Digital/cyber resilience self-assessment tool:	Yes	Yes	Yes	N/A
(ii) Supply chain cyber security assessment/management tool:	Yes	Yes	Yes	N/A
(iii) Centrally managed endpoint security software for patching support	Yes	Yes	Yes	N/A
(iv) A central initial cyber security assessment service for “off-the-shelf” products with potentially high cyber risks	Yes	Yes	Yes	N/A
(v) Centrally managed Cyber Security Operations Centre	No	Yes	Yes	N/A
Do you believe the process of achieving (or working towards achieving) CE/CE+/alternative independent assurance has helped to improve the overall cyber security of your organisation?	No	Yes	Yes	N/A
Reasoning behind this position?	The process mirrors existing controls and processes, that is not to say it hasn't been a worthwhile process, it just reinforced rather than improved our existing practices.			
Please briefly set out any views you have on how the Cyber Essentials/+ standard could be improved?	CE+ is a solid process and complements existing requirements well.			

Report To:	Policy and Resources Committee	Date:	6 August 2019
Report By:	Steven McNab Head of Organisational Development, Policy and Communications	Report No:	PR /19/19/KM
Contact Officer:	Louise McVey, Corporate Policy and Partnership Manager	Contact No:	01475 712042
Subject:	Inverclyde Council Corporate Plan Annual Report 2018/19		

1.0 PURPOSE

1.1 The purpose of this report is to present the Committee with the Corporate Plan Annual Report 2018/19.

2.0 SUMMARY

2.1 The Inverclyde Council Corporate Plan 2018/22 was approved by Council on 7 June 2018. As part of the Plan's governance and reporting arrangements it was agreed that an annual review of progress would be carried out. The first Corporate Plan Annual Report 2018/19 is attached as Appendix 1 for the consideration and approval of the Committee.

2.2 The Annual Report includes the latest data for 48 of the 54 Corporate Plan performance measures, along with a red / amber / green (RAG) status. Of the 48 measures for which there is new data available, 25 (52%) have a green status (improved performance), 10 (21%) have an amber status (small decline in performance) and 13 (27%) indicators have a red status (performance has declined by 5% or more). No RAG status is available for 6 performance measures.

2.3 The Report also details some of the Council's achievements in 2018/19, including:

- The development of an Inverclyde Repopulation Strategy and Action Plan
- The ongoing development of the City Deal projects
- The implementation of automated payments to help tackle child poverty
- The establishment of the 'Au-some libraries' project
- The award winning Inverclyde Homes 1st project
- The establishment of the Great Place Scheme
- The achievement of the highest ever level of council tax collection
- The implementation of a new Pay and Grading Model

2.4 The Corporate Plan Annual Report is just one element of the Council's strategic planning and performance management framework. Another element is the annual SPI / KPI report which this Committee will consider in the autumn. A review of the SPIs/ KPI framework took place earlier this year to ensure that the key performance indicators continue to be fit for purpose; are linked to the Corporate Plan organisational priorities and meet Audit Scotland's criteria for public performance reporting. The refreshed indicator set will be presented to this Committee on 19 November 2019.

2.5 As a result of this first annual review, it has been identified that the Corporate Plan priorities could

be further enhanced to reflect the Council's commitment to the provision of high quality education and lifelong learning at every stage of life. It is therefore recommended that, for the remainder of the Corporate Plan term (2019/22), minor amendments be made to the organisational priorities, as noted below:

OP1: to promote Inverclyde to both residents and visitors alike, as a great place to live, work, study and visit

OP3: to grow our local economy in a way that creates opportunities for all our residents, including access to good quality jobs and lifelong learning.

The Committee is asked to approve this amendment to the Corporate Plan organisational priorities from 2019/20 onwards.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

- a. Approves the Corporate Plan Annual Report 2018/19;
- b. Approves an amendment to the Corporate Plan organisational priorities as set out in paragraph 2.5.

Steven McNab
Head of Organisational Development, Policy and Communications

4.0 BACKGROUND

- 4.1 The Inverclyde Council Corporate Plan 2018/22 was approved by the Inverclyde Council on 7 June 2018. The Corporate Plan established 10 organisational priorities for the Council, 8 of which support the delivery of the Inverclyde Outcomes Improvement Plan, with the remainder being 'enabling' priorities that focus on service delivery and our role as an employer.
- 4.2 As part of the governance and reporting arrangements for the Corporate Plan 2018/22 it was agreed that a review of progress would be carried out annually.

5.0 INVERCLYDE COUNCIL CORPORATE PLAN ANNUAL REPORT 2018/19

- 5.1 The Corporate Plan Annual Report 2018/19 is attached as Appendix 1 for the consideration and approval of the Committee. The Report is structured as follows:
- (i) An overview of some of the projects, initiatives and areas of investment made by the Council in 2018/19;
 - (ii) An update on each of the Corporate Plan performance measures;
 - (iii) The inclusion of 3 case studies for each organisational priority, setting out in more detail areas of good or innovative practice, service achievements, or where the Council is delivering major national projects such as City Deal;
 - (iv) Details of national awards that have been received and inspections that have been carried out during the year.
- 5.2 The Report includes the latest data for 48 of the 54 Corporate Plan performance measures, along with a red / amber / green (RAG) status. Of the 48 measures for which there is new data available, 25 (52%) have a green status (improved performance), 10 (21%) have an amber status (small decline in performance) and 13 (27%) indicators have a red status (performance has declined by 5% or more).
- 5.3 New performance data is not available for 4 measures. This includes 2 measures that were sourced from the 'Our Place Our Future Survey' in 2017 (this survey has not yet been repeated) and measures on SIMD datazones and social isolation, where no new data is available. In addition, data has been established for the first time for 2 performance measures extracted from a Citizens' Panel Survey in 2018. As trend information is not yet available, no RAG status has been allocated to these measures.
- 5.4 Examples of performance measures that improved in 2018/19 include:
- The gross weekly pay for employees living in Inverclyde in 2018 was £3.60 higher than the national average - £566.30 compared to £562.70
 - The percentage of 16-24 year olds that are in employment increased by 5%, from 55% in 2017 to 60% in 2018
 - The percentage of unemployed people assisted into work from Council operated / funded employability programmes increased from 17% in 2016/17 to 21% in 2017/18
 - The average tariff score for pupils in SIMD 1 and 2 has increased by 22 points from 695 to 717 and is better than the Scottish average of 665
 - The percentage of workless households has fallen from 25% in 2016 to 22% in 2017, reducing the gap between Inverclyde and the national average from 7% to 4%.
 - A reduction in the alcohol related mortality rate from 42.5 (per 100,000 population in 2016) to 37.9 (rate per 100,000 population in 2017)
 - CO₂ emissions have decreased by 4.2 tonnes per capita (n.b 3 year data time lag)
 - Waste recycling levels improved further, from 53.4% in 2016/17 to 57.2% in 2017/18, an increase of 3.8%
 - There was a 4.8% increase in the number of mobile / web / other transactions in 2018/19
 - The sickness absence target of 9 days was achieved

5.5 Examples of performance measures where there was no improvement in 2018/19 include:

- Overall negative population change between mid-2017 and mid-2018
- A 7% reduction in the percentage of Citizens' Panel respondents who feel they can influence decisions affecting the local area
- A reduction in the percentage of adults supported at home who agree that it helped to maintain or improve their quality of life, falling from 88% in 2016/17 to 76% in 2017/18
- A widening of the gap in life expectancy for both males and females in Inverclyde when compared to overall life expectancy levels in Scotland
- An increase in the rate of drug related hospital stays per 100,000 population from 279.5 (2013/14 - 2015/16) to 304.4 (2014/15 - 2016/17)
- A fall in the percentage of residents satisfied with their nearest greenspace from 73% in 2016 to 68% in 2017
- A fall in the percentage of adults attending cultural events from 77% in 2016 to 73% in 2017
- A 5% reduction in the percentage of Citizens' Panel respondents who feel that Council services are good value for money

5.6 The Plan also details some of the Council's achievements in 2018/19, including:

- The development of an Inverclyde Repopulation Strategy and Action Plan
- The ongoing development of the City Deal projects
- The implementation of automated payments to help tackle child poverty
- The establishment of the 'Au-some libraries' project
- The award winning Inverclyde Homes 1st project
- The establishment of the Great Place Scheme
- The achievement of the highest ever level of council tax collection
- The implementation of a new Pay and Grading Model

5.7 This Annual Report is just one element of the Council's strategic planning and performance management framework. Another element is the annual SPI / KPI report which this Committee will consider in the autumn. A review of the SPIs/ KPI framework took place earlier this year to ensure that the key performance indicators continue to be fit for purpose; are linked to the Corporate Plan organisational priorities and meet Audit Scotland's criteria for public performance reporting. The refreshed indicator set will be presented to this Committee on 19 November 2019.

5.8 Both performance reports aim to provide a range of information that enables Elected Members and the public to make an informed judgement on the Council's progress in delivering its organisational priorities and in turn, the delivery of improved outcomes for residents.

5.9 As a result of this first annual review, it has been identified that the Corporate Plan priorities could be further enhanced to reflect the Council's commitment to the provision of high quality education and lifelong learning at every stage of life. It is therefore recommended that, for the remainder of the term of the Corporate Plan (2019/22), minor amendments be made to the organisational priorities, as noted below:

OP1: to promote Inverclyde to both residents and visitors alike, as a great place to live, work, study and visit

OP3: to grow our local economy in a way that creates opportunities for all our residents, including access to good quality jobs and lifelong learning.

The Committee is asked to approve this amendment to the Corporate Plan organisational priorities for 2019/20 onwards.

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: The Corporate Plan Annual Report 2018/19 is strategic document, therefore it is difficult to anticipate any negative impact it might have on protected characteristics.

6.5 Repopulation: The Annual Report sets out the progress made towards the delivery of the strategic objective of repopulation.

7.0 CONSULTATION

7.1 The Extended Corporate Management Team was asked to identify areas of good practice, service innovation and improvement for inclusion in the Annual Report.

8.0 LIST OF BACKGROUND PAPERS

8.1 None.

Inverclyde Council

Corporate Plan 2018/22



Annual Report 2018/19

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Introduction

This is the first Annual Report on Inverclyde Council's Corporate Plan 2018/22. It highlights the activities and achievements that have been made over the first year of the Plan, which was published in June 2018.

2018/19 was a period of further change for Inverclyde Council with the implementation of yet more budget savings and the first phase of a management restructure, whilst at the same time, delivering major national initiatives such as City Deal and progressing new and innovative ways of working, such as a Shared Service for our Transportation and Roads service.

This Annual Report aims to provide an overview of some of the activity that the council has undertaken in the past year to deliver each of its ten organisational priorities. Overall, good progress has been made towards meeting our 2022 targets for the majority of our priorities, but there are significant challenges ahead in delivering our ambitions for the area. This report provides details of these and highlights where particular achievements have been made in the form of case studies, as well as up to date performance information, to help you assess our progress. We have used a red, amber, green status for our performance indicators to highlight where progress towards targets is on track (green); where there has been some slippage (amber), or where there has been significant slippage (red).

We recognise that the complex nature of our organisational priorities means that these can only be delivered in the longer term if we are to achieve the Council's vision of ***Getting it right for every child, citizen and community***. Reviewing our progress on an annual basis helps to ensure that our priorities continue to be aligned with what our residents have told us matter to them and that they reflect new opportunities, emerging issues or areas of need. It also helps us to measure whether we are making a positive difference in improving the lives of those living in Inverclyde.

As a result of this first annual review, it has been identified that our organisational priorities could be further enhanced to reflect the Council's commitment to the provision of high quality education at all stages of life. For this reason, from 2019/20 our organisational priorities will be adapted as follows:

OP
01

To promote Inverclyde to both residents and visitors alike, as a great place to live, work, study and visit

OP
03

To grow the local economy in a way that creates opportunities for all our residents, including access to good quality jobs and lifelong learning

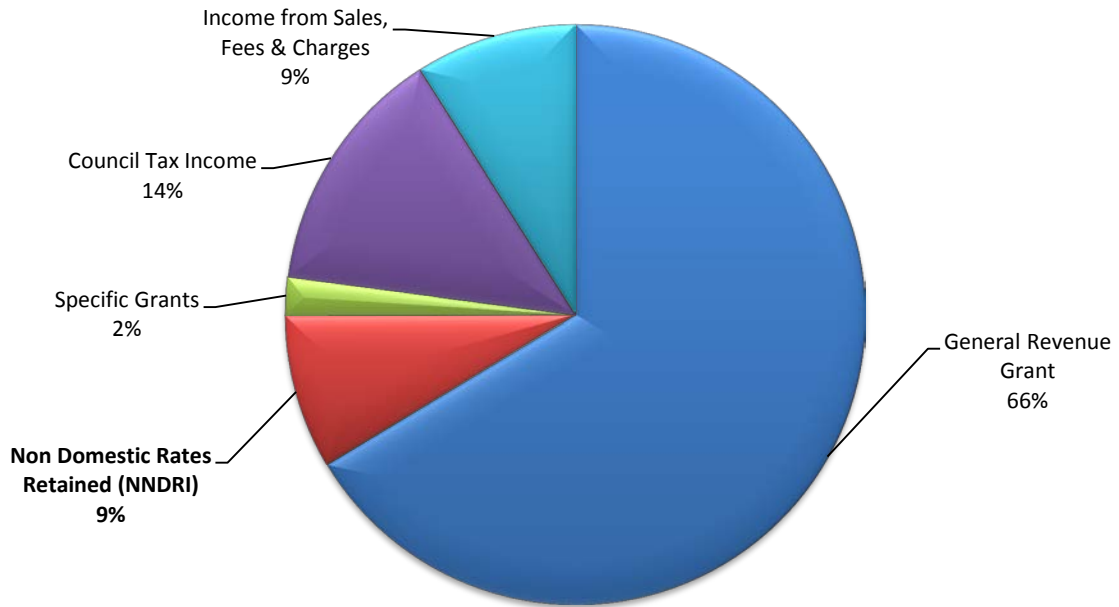
This report is just one way in which the council aims to keep citizens' informed of how it is performing. You can find more information on how the council is performing across a range of areas on our performance pages which you can find by clicking on the link below:

<https://www.inverclyde.gov.uk/council-and-government/performance>

The Council's Finances

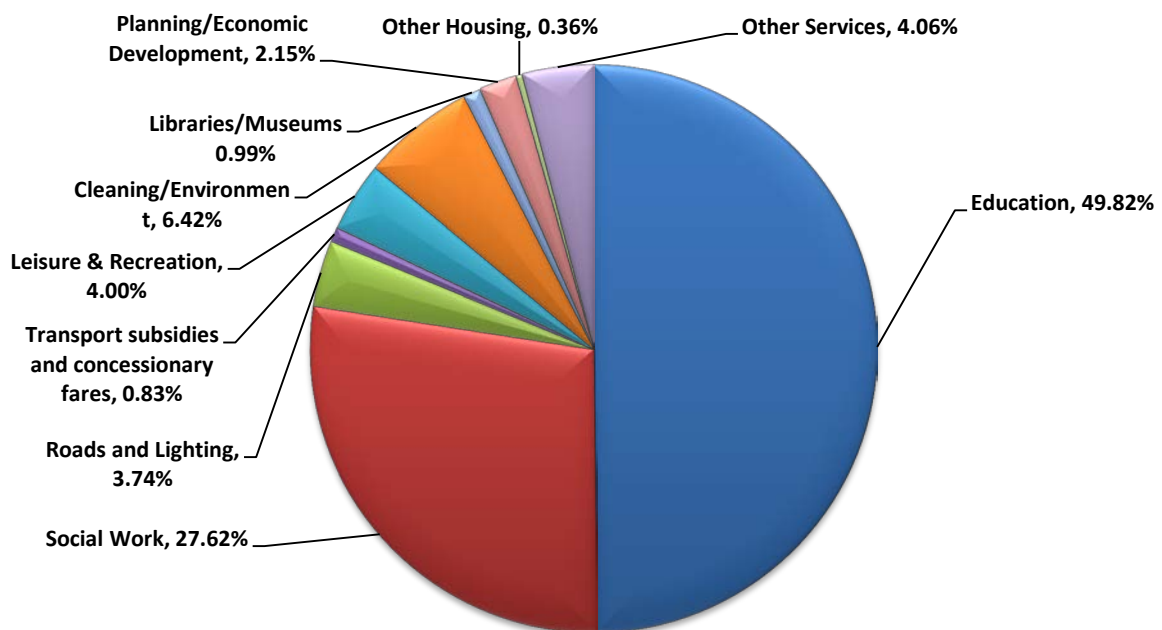
Where our money comes from

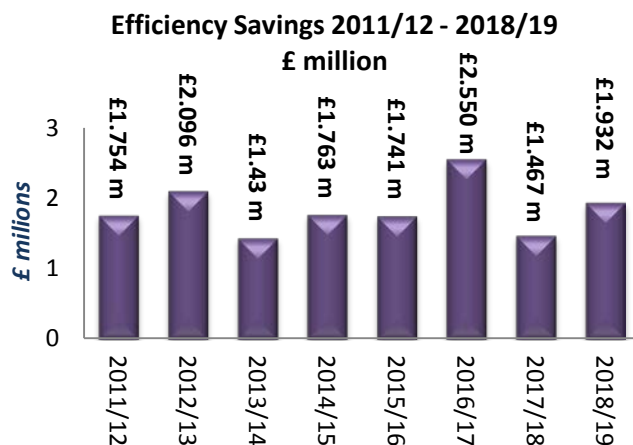
In 2018/19 approximately 86% of our funding came from Government grants / fees and charges with just over 14% from Council Tax.



What the money was spent on (£m)

In 2018/19 the Council had a budget of £190.4million. Around half of this budget was spent on Education Services to ensure that our children and young people have the best start in life. The next largest proportion of our budget is allocated to Social Work Services, which supports the most vulnerable residents.





The Council delivered a further recurring efficiency saving of £1.932 million, bringing the total amount of savings to £21.5 million since 2008/09. There are plans to deliver a further £1.88 million by 31 March 2020.

This helps the Council to protect front line services at a time of ongoing reductions in funding.

2019/20 Budget

The Council has agreed savings of almost £7million in the next two years. As part of this, the Council will lose 58 posts. The budget includes £3.6 million of investment proposals and a four year capital programme for the year of over £71 million.

The budget savings agreed included reduced opening hours to the council's museums, service reductions in community learning and development services and additional charges for seasonal garden waste uplifts.

The budget also included additional areas for investment including:

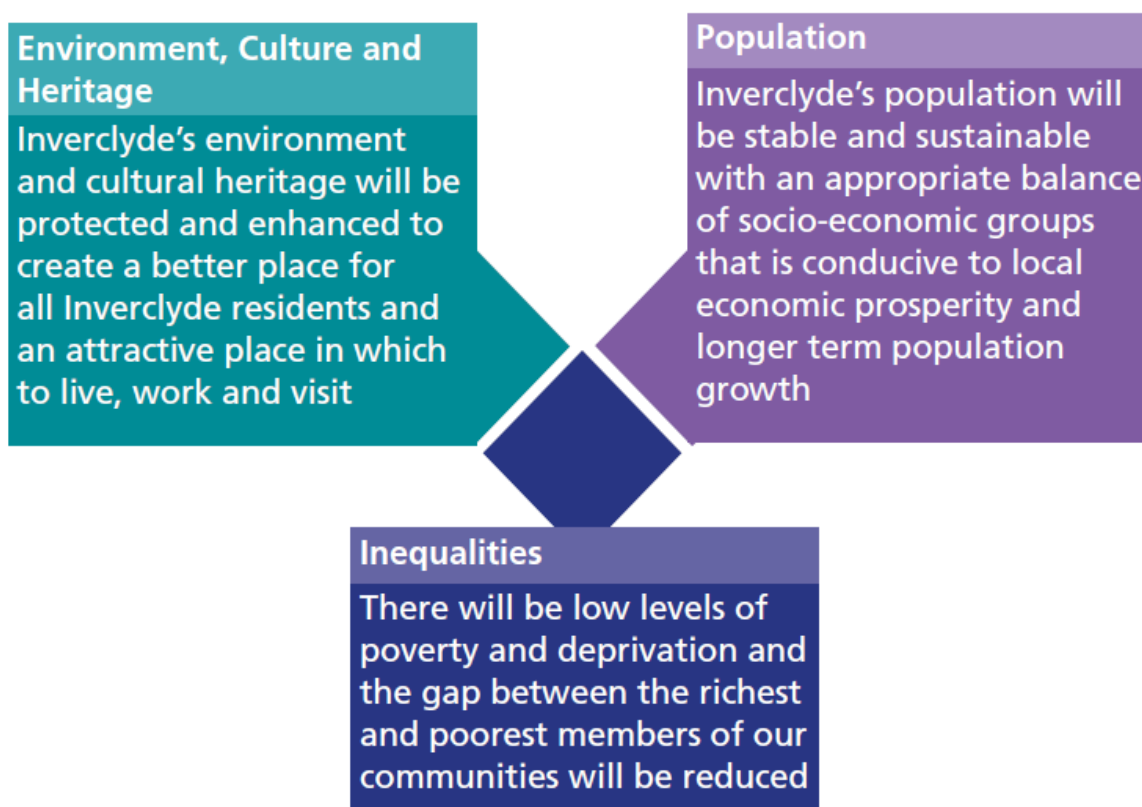
- Franks Law, which provides free personal care for under-65s.
- The expansion of free school meals to all children in Inverclyde in primary four
- Funding for the roll out of the 1,140 free hours of childcare and early learning
- Provision of free sanitary products
- A further allocation of resources towards the Clune Park Regeneration Plan to achieve completion of the acquisitions within the Clune Park area.
- Increased maintenance funding for roads, in addition to the Roads Asset Management Plan
- The allocation of funding towards the play areas strategy
- A Year of the Young People Legacy Fund
- The establishment of a conservation area and listed buildings grant to help houses which are listed in a conservation area become energy efficient
- Seed funding for active travel within Inverclyde

Our organisational priorities

The Council's organisational priorities are aimed at delivering improved outcomes for all residents and are underpinned by the feedback we received from our communities about the things that are most important to them. We also gathered and analysed performance data on a wide range of issues which helped us to identify particular areas of need locally.

Our priorities are ambitious and aspirational and reflect the range of challenges that face our area. We want to improve the lives of all the residents of Inverclyde however, as a Council we have a particular responsibility to our residents to tackle inequality and support those who are living in poverty and those who are vulnerable or disadvantaged.

As a key community planning partner, the Council has a central role to play in supporting the work and aspirations of the Inverclyde Alliance and this is reflected in a number of our organisational priorities. The Inverclyde Alliance has three strategic priorities, which are set out in the Inverclyde Outcomes Improvement Plan (IOIP). The IOIP is a high level, strategic Plan that describes how partners will work together to improve local outcomes and tackle inequalities. The three partnership priorities are shown below.



The diagram below shows how the Inverclyde Alliance strategic priorities and Inverclyde Council organisational priorities, which support the delivery of the Inverclyde Outcomes Improvement Plan link together, and how the Council's service delivery will enable this to happen.



1. To promote Inverclyde to both residents and visitors alike, as a great place to live, work and visit

What do we want to achieve?

Inverclyde is regarded as a great place to invest, live, work and visit by both those who live here and those who live outwith the area

To stabilise the population of Inverclyde

To enhance the image and reputation of the area

To improve residents' satisfaction with living in the area

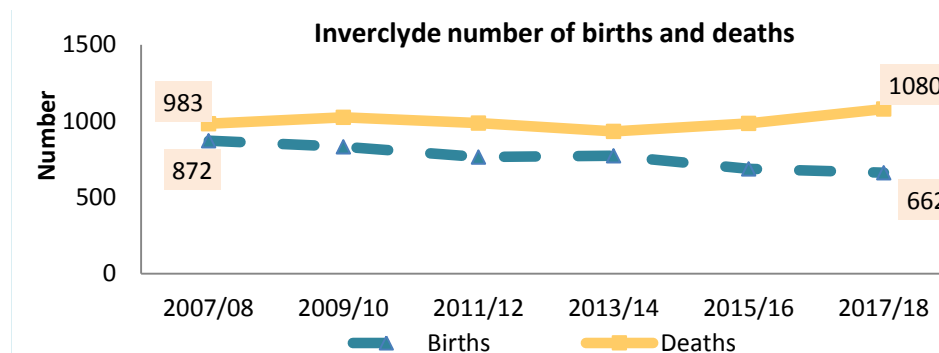
To reduce the number of young people leaving the area by providing more opportunities locally

To increase a sense of civic pride

How are we doing?

The latest mid-year population figures estimate Inverclyde's population to be 78,150 (as at 30 June 2018), which is a 610 (-0.77%) decrease compared to 2017. Inverclyde however is not the only area in Scotland to have experienced depopulation in the past year with 13 other Scottish councils also having an estimated population decline in the year mid-2017 to mid-2018.

In recent years the biggest driver of population decline has been the result of negative natural change due to the number of deaths being significantly higher than the number of births. This also reflects the national trend, where the number of deaths has been higher than births in Scotland for the past 4 years.



A Re-population Strategy and Action Plan has been developed aimed at increasing the population of the area by attracting more people to move in and stabilise, or reduce, the number of people moving out. Tourism also has a vital role to play and Inverclyde is well placed to capitalise on this with a growing number of cruise ship passengers providing a perfect opportunity to positively market the area.

Improving the health of the local population will help to reduce premature mortality rates and we will continue to work closely with the HSCP on this.



Our Performance Measures

<p>In-migration 2018</p> <p>1,470 people moved into Inverclyde between mid 2017/18</p> <p>Down 48 from 2017 amber</p>	<p>Out-migration 2018</p> <p>1,650 residents left the area between mid 2017 – 2018</p> <p>Up 142 from 2017 red</p>	<p>Place to Live (Citizens' Panel)</p> <p>74% of residents are satisfied within Inverclyde as a place to live (2018)</p> <p>No change from 2016 green</p>	<p>Satisfaction levels (Citizens' Panel)</p> <p>36% of residents have considered leaving Inverclyde (2018)</p> <p>First year of data no RAG status</p>	<p>Quality of Life (Citizens' Panel)</p> <p>47% of residents agree that their life is better than 5- 10 year ago (2018)</p> <p>First year of data no RAG status</p>	<p>Gross weekly pay</p> <p>Gross weekly pay for employees living in the area is £566.30, £3.60 above national average</p> <p>Above national average green</p>
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Inverclyde Repopulation Strategy and Action Plan

The drivers of population decline are complex and often linked. Towards the end of 2018, the council and the Inverclyde Alliance, commissioned research to develop a robust evidence base that would support the development of a Re-population Strategy and Action Plan to tackle these challenges.



The overarching objective of the research was to develop a strategy that will halt the decline in population in the short term and seek to promote a population increase in the longer term, to help ensure a prosperous future for the area.

This study highlights a wide range of indicators such as economic activity, skills profile and other local information and assesses the cause and scale of the demographic challenge, recent economic trends and

Greenock Ocean Terminal

As part of the Glasgow City Region City Deal, plans are progressing to create a dedicated cruise berth that will boost the capacity at Greenock Ocean Terminal for cruise ships and enable the Glasgow Metropolitan City Region, and the rest of Scotland, to realise its potential as a marquee cruise destination.

It is estimated that over 150,000 passengers could pass through Greenock Ocean Terminal, delivering £26 million in annual visitor and crew spend to the local economy.

In addition to this, plans have been developed for a new state of the art visitor centre at Greenock Ocean Terminal; a purpose built gallery celebrating the work of Inverclyde resident sculptor, George Wylie and a new restaurant which will have panoramic views across the Clyde.

Tourism Strategy

In August 2018, Inverclyde Council, along with other councils in the Glasgow City Region agreed a Tourism Strategy.

The strategy forms part of the collaborative work being delivered through the joint Glasgow City Region economic strategy which sets out a range of measures to grow the economy, jobs and business and marks a commitment to work together to boost tourism by increasing visitors by 1 million by 2023, for the benefit of all the areas in the Region.

The vision of the Tourism Strategy is to build a strong, inclusive, competitive and outward looking tourism sector, which delivers high quality, value for money and a memorable visitor experience.

the area's assets and connectivity. The Strategy and Action Plan has been approved by the Alliance Board and the Action Plan is being led by the Inverclyde Alliance Population Partnership.

Together, these will provide a year round attraction for visitors to Greenock and Inverclyde.

Inverclyde Council has been appointed as the portfolio lead for tourism and destination marketing.



An artist's impression of the new visitor centre, art gallery and restaurant at Greenock Ocean Terminal

2. 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

What do we want to achieve?

With our partners and communities, establish locality partnerships and action plans which focus on giving communities a voice, building capacity and reducing deprivation

Residents feel supported to become involved in local decision making and in shaping local priorities and services

To increase the number of residents, particularly in areas of greatest deprivation, who feel they have a sense of influence and control over their own future

To increase lifelong learning opportunities for residents, helping individuals to develop the knowledge, skills and attributes to achieve their potential

To increase levels of community participation, engagement and volunteering

To increase the number of residents who feel safe

How are we doing?

With our Alliance Board partners, work has been ongoing to establish a robust framework for locality planning in Inverclyde, with a focus on tackling deprivation, ensuring that this closely aligns with the Health and Social Care Partnership's own locality planning arrangements.



To enhance decision making power at a local level, a participatory budgeting (PB) scheme, comprising of £50,000 for each ward was agreed in August 2018. It was for residents in these areas to come up with ideas on how budget can be spent. 36 applications were received and a voting system was put in place to identify the most popular local initiatives.

Our Community Learning and Development Service was formally inspected by Education Scotland in January 2019. The inspection feedback was very positive. Amongst the strengths noted was a strong culture of mutual support amongst organisations and groups and an evolving youth voice in Inverclyde.

Despite financial pressures, funding continues to be earmarked for the Inverclyde Citizens' Panel. The Panel is surveyed twice a year to gather views on a range of issues, including health and wellbeing to satisfaction with Council services and facilities. The feedback is analysed at both Inverclyde level and for respondents living in the 15% most deprived areas to help identify particular issues in those areas. This feedback helps the council to identify areas for improvement.

Our Performance Measures

Influence and Control (Citizens' Panel)

30% of residents feel they can influence decision affecting the local area (2018)

Down 7% from 2016
red

Influence and Control (Citizens' Panel)

40% of residents are satisfied with the way the Council takes their views into account consideration when decision making (2018)

No change from 2016
amber

Identity and Place (Our Place, Our Future)

53% of residents are satisfied that they have an identity of place and feeling of belonging (2017)

No new data
no RAG status

Feeling safe (Citizens' Panel)

68% of residents agree that they feel safe in their neighbourhood after dark (2018)

Down 5% from 2016
red

Increased capacity

85% of community organisations in disadvantaged communities increased their capacity in the last year

Up 5% from 2017/18
green

Volunteering

25% of the population volunteered in 2017, 3% lower than the national average

Below national average
amber

Locality Planning

Work is ongoing with partners in the Inverclyde Alliance to deliver better outcomes for areas in Inverclyde that experience the greatest inequality.

Initially, three areas have been identified where partners will adopt a targeted approach – Port Glasgow, Greenock East and Central and Greenock South and South West.

Work has been ongoing to inform the locality plans for these areas, at the heart of which lies consultation and engagement with the communities living in these areas. Discussions with members of the south / south west locality took place in December 2018 which provided the opportunity to discuss in more detail the issues

Inverclyde's Volunteering Strategy



In Inverclyde it is estimated that 25% of adults volunteer through an organisation or group, just below the national average, 28%.

Volunteering has proven benefits to the beneficiary, the volunteer and society more widely. Whilst it is impossible to quantify the social impact that these volunteers make to society, it is estimated that in Inverclyde in 2016, 3 million volunteer hours were delivered, amounting to an estimated financial contribution of £47 million (*source: Volunteer Scotland*).

In recognition of this, Inverclyde Council and

#ClydeConversations3

The third annual #ClydeConversations conference for young people in Inverclyde took place in February 2018, with a follow up event held in November, to mark the Year of the Young People 2018.

Both events were planned, delivered and evaluated by a steering group of young people representing the secondary schools from across the authority. The February event brought together over 80 pupils from all our secondary schools who took part in a variety of workshops on the day. The themes of the workshop were identified by the young people based on the issues that affect them.

highlighted in the 'Our Place, Our Future' survey.

The next stage is to organise community led locality planning development sessions for all localities, planned for August 2019. These sessions will be designed to bring together community groups and individuals to build capacity and capability to facilitate the development of locality plans.

partners have developed a Volunteer Strategy for Inverclyde, which is currently in draft form. The strategy aims to develop the culture of volunteering in Inverclyde, recognising the importance of people helping each other as a foundation of a compassionate society. The aim of the strategy is to increase levels of volunteering in Inverclyde to match national levels by 2023 and to increase further, so that Inverclyde is in the top quarter of Council areas for volunteering by 2028. A separate action plan is currently being developed to sit alongside the strategy.

During the event young people were able to discuss what changes or improvements they believe could be put in place. It also provided the opportunity for officers from the council and our partners to discuss the concerns of young people directly with them.

An action plan has been created as a direct result of the event and partners will be held accountable for the delivery of these, demonstrating to our young people that they are involved in real and meaningful participation to effect change.



3. To grow our local economy in a way that creates opportunities for all our residents, including access to good quality jobs

What do we want to achieve?

Maximise the opportunities arising from the Glasgow and Clyde Valley City Deal for the benefit of local residents and businesses

Inverclyde's workforce has the required skills and knowledge to adapt to the demands of a changing economy and meet the needs of employers

To increase the number of unemployed people who move into jobs, training or further education

To increase the number of young people participating in education, training or employment

To provide targeted support for those people who are furthest from the labour market

To increase business density and survival rate

To reduce the percentage of the population with no qualifications

How are we doing?



The Glasgow City Region City Deal continued to be a major focus of activity for Inverclyde Council over the past year, with progress being made towards the delivery of our three City Deal projects. It is anticipated that the delivery of these projects will deliver huge benefits for residents, communities and businesses in the area.

The skills level of a workforce is a key factor in economic performance and competitiveness and levels of qualification provide some measure of this. In Inverclyde in 2018, 13.6% of the working age population had low or no qualifications compared to the Scottish average of 10.7%. Whilst performance in this area is poorer than the Scottish average, there has been an improvement since 2016 when 17.2% of Inverclyde's population had low or no qualifications.

Inverclyde has consistently ranked in the top quartile of all councils for the percentage of people assisted into work from council operated / funded employability programmes over the past 6 years, according to the Local Government Benchmarking Framework. In 2018/19 our employability programme supported approximately 1,500 residents. By improving the skills profile of our population, we aim to enhance our economic reputation to prospective employers. We also helped to strengthen the local economy by providing support to 250 small and medium sized local businesses through our Business Development service.

Our schools have improved in their ability to define appropriate pathways for young people in their senior phase. Linked to the work on Developing Inverclyde's Young Workforce, employability skills are increasingly prominent through the Broad General Education and into senior phase and more pupils are now registered for My World of Work.

Our Performance Measures

Employment Rate

60% of 16-24 year olds are in employment (2018)

Up 5.2% from 2017
green

Assisted into work

21% of unemployed people were assisted into work from Council operated / funded employability programmes (2017/18)

Up 4% from 2016/17
green

Satisfaction levels (Our Place Our Future)

36.4% of residents are satisfied with work and local economy (2017)

No new data
no RAG status

Participation measure

91.6% of young people participated in education, training or employment (2018)

Down 0.3% from 2017
amber

Task Force

The announcement that global manufacturer Diodes had taken over the former Texas Instruments plant in Greenock was arrived at after a great deal of work behind the scenes, with Inverclyde Council leading a Task Force that was created after the closure announcement by Texas Instruments. The closure of the company would have resulted in the loss of hundreds of jobs to Inverclyde.

In response to the closure announcement, a Task Force was established by Inverclyde Council and included councillors and Scottish Government ministers amongst others. In February 2019, it was announced that the plant and employees would transfer to new owners, Diodes Incorporated.

This was the second Council led Task Force created

Apprenticeships for school pupils

Despite a proven track record in helping young people gain skills and employment through the Modern Apprenticeship Programme, it was recognised that the entry level requirements for Apprenticeships can be a barrier for some of our young people.

Following discussions with partners as to the most effective way to address this, a pilot has been devised that will provide an opportunity for 12 S4 pupils to take part in a more vocational skills route, linking with West College Scotland, local employers and third sector organisations to provide a varied programme of activity, incorporating Accredited Training, Citizenship and Employability accreditation.

Inchgreen Industrial Hub

Following the development and approval of a strategic business case, plans are progressing to create a £9.4 million deep-water industrial hub at Inchgreen, Port Glasgow, as part of the Glasgow City Region City Deal.

The strategic business case envisages that Inchgreen will become home to a training facility for the fishing industry, a facility for building fishing boats, a fish processing plant and a marine manufacturing facility.

The remainder of the site will be designated for heavy marine operations to unlock its potential for a wider range of users. The main elements of the project involve land purchases, clearing

in recent years, the first being with Ferguson Marine, which helped to ensure that shipbuilding remained in Port Glasgow. Both have been successful in securing jobs that were under threat and encouraging the creation of private sector jobs in the area.

The pilot is due to commence in August 2019 and the anticipated outcomes for our young people include increased confidence and knowledge; citizenship certification; accreditation in core skills as well as next stage vocational skills attainment and work experience.

up the site, upgrading the quay, improving the infrastructure that serves the site including access roads and utilities etc. and constructing a ship fabrication shed.

The project has the potential to create a range of new employment opportunities in the area.



4. To reduce the prevalence of poverty in our communities, with a particular focus on reducing child poverty

What do we want to achieve?

To develop a targeted approach to tackling poverty and inequality, delivered with partners and communities, through the establishment of locality partnerships

To reduce the percentage of children living in poverty

To reduce overall levels of multiple deprivation

To close the poverty related attainment gap for children and young people

To support families to maximise their income

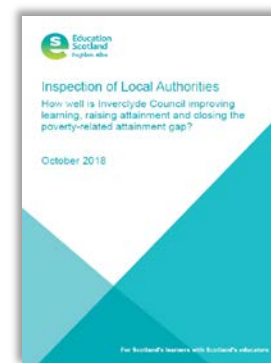
To decrease the proportion of workless households



How are we doing?

Recent figures published by End Child Poverty (2019) estimate that around 1 in 4 children in Inverclyde are living in relative poverty, rising to 1 in 3 in some of our communities. This is a small improvement on the previous year, however we fully recognise that more needs to be done.

An Inverclyde Child Poverty Action Group was established by Inverclyde Council, comprising of a wide range of partners to look at new ways to tackle poverty locally and the sharing of data and resources. This group oversaw the production of an Inverclyde Local Child Poverty Action Report which sets out what all partners in Inverclyde are doing to tackle child poverty and what we plan to do in the coming year. In October 2018 a dedicated event was held, the first of its kind locally, where 103 people from services and organisations came together to discuss the eradication of child poverty locally and the actions that should feature in the Local Child Poverty Action Report.



Closing the attainment gap, raising ambition and reducing inequalities is intrinsically linked with child poverty. An inspection by Education Scotland in 2018 focusing on 'How well is Inverclyde Council improving learning, raising attainment and closing the poverty-related attainment gap?' found that we are making very good progress in improving learning, raising attainment and narrowing the poverty-related attainment gap.

Moreover, Inverclyde's approach was described both as life-changing and sector leading.

Our Performance Measures

Relative Poverty

25% of children and young people are living in relative poverty (2017/18)

Down 2% from 2016/17
green

Tariff Scores

The average tariff score of pupils living in SIMD 1 and 2 was **717**. National average is 665 (2017/18)

Up 22 pts from 2016/17
green

Workless Households

The % of workless households in Inverclyde in 2017 was **22%**. Gap with the national average has reduced from **7%** (2016) to **4%** (2017)

Down by 3% in 2017
green

SIMD 20% datazones

44% of local datazones are in the 20% most deprived in Scotland

No new data
No RAG status

Fuel Poverty

31% of the population are living in fuel poverty (2015/17)

Down 7% from 2014/16
green

Implementation of automated payments

In developing the Local Child Poverty Action report, it was identified that the application process for school clothing grants, free school meals and Education Maintenance Allowance can act as a barrier to some families, with the result that they do not claim the benefit that they are entitled to. This is because the family may not be aware of, or confident in completing the application form.

Discussions across a number of services, including Education, Revenues and Benefits and Corporate Policy have taken place to discuss the most effective way to address this and to explore how information currently held by Council Tax for the purposes of Council Tax reduction, could be used to provide

Digital Debt Chat

In September 2019, a new digital 'chat' facility went live to provide residents in Inverclyde with the chance to get real time help with debt. This is thought to be the first time that such a facility has been used by a Scottish council to provide money advice.

The new service allows anyone that is worried about debt to chat online to a money advisor who can provide help and advice that meets the needs of individual circumstances. The aim of the service is to deliver debt and benefit advice for people living and working in Inverclyde and can be accessed through the 'Advice and Benefits' service on Inverclyde Council's

Cost of the school day

The 'Cost of the School Day' initiative specifically looks at ways in which to minimise costs and support families on low incomes to overcome financial barriers to participation and learning. Awareness raising sessions have been carried out with the Head Teachers of all Inverclyde schools and as a result, new projects have been adopted to reduce the cost of the school day, including:

- The purchase of additional PE kits
- Uniform swaps / banks
- A reduction in the number of non-uniform days with no set donation;
- A reduction in fundraising events; and

automated payments to those eligible families. This would ensure that they receive these benefits without the additional requirement to complete the application forms, with the aim of increasing the uptake of these grants / benefits to eligible families and maximising household income.

website.

The 'live chat' pilot has been funded by the Scottish Legal Aid Board and The Money Advice Service and is delivered by the Inverclyde HSCP Advice Service Team.

- Offers of support for school trips to ensure opportunity for all.

There has also been training for 'Cost of the School Day Champions' who will raise awareness amongst staff, parents and carers within the school community.



Inverclyde 'Every Child, Every Chance' Event

5. To safeguard, support and meet the needs of our most vulnerable families and residents

What do we want to achieve?

To prioritise and invest in early intervention and prevention approaches

To continue to develop inter-agency approaches to improve safety and wellbeing

To protect all our vulnerable children, young people and adults from all forms of abuse, harm and neglect

To improve opportunities and outcomes for our looked after children and young people so that they achieve their full potential

To assist our most vulnerable adults to live as safely and independently as possible in their community and have influence and control over their care and support

To ensure that our carers feel that their needs are supported



How are we doing?

The most important role that we have is to keep our residents safe, to meet the needs of our most vulnerable citizens' and as a Corporate Parent, to ensure we improve the lives of our looked after children.

Despite a very small increase in the percentage of looked after child with more than 1 placement in the past year, our performance was the second best in Scotland, demonstrating our commitment to providing our looked after children with a safe, stable and secure place to live. We also implemented processes to support care leavers and refugees to ensure that exemptions for council tax are automatically in place, working closely with HSCP for both vulnerable groups.

In support of the our aspiration to become an 'Autism Friendly Authority' an Additional Support Needs Forum was piloted in 2018 and two primary schools were supported to achieve 'Communication Friendly' status. The learning from this pilot will be shared across Inverclyde schools in 2019/20. We also re-launched our 'Positive Relationship Positive Behaviour' (PRPB) policy in schools, which is a significant contributory factor in keeping exclusion rates in Inverclyde significantly below the national average.

An Adult Support and Protection Learning and Development Strategy 2018/20 was implemented by the HSCP during the year.

We launched a Deposit Guarantee Scheme in early 2019 to help support people at risk of becoming homeless and on low incomes. Under the scheme, the Council guarantees to pay the deposit on a privately rented home up to a maximum value of £650, with the aim of preventing homelessness and minimising the use of temporary accommodation for individuals and families.

Our Performance Measures

Community Placements

86.4% of looked after children are cared for in a community setting (2017/18)

Down 1.18% from 2016/17
amber

Number of placements

13.57% of looked after children had 1 or more placement in the last year (2017/18)

Up 0.27% from 2016/17
amber

Rating of adult care

83.46% of adults receiving social care or support who rate it as good or excellent (2017/18)

No change from 2015/16
green

Quality of Life

76.6% of supported at home adults agree that it was helped maintain or improve their quality of life (2017/18)

Down 11.8% from 2015/16
red

Carers

40% of carers feel supported to continue their caring role (2018)

Down 3% from 2016
amber

Champions Board

The Inverclyde Proud2Care group, which is a network of vibrant children, young people and care leavers, was a key building block in the establishment of an Inverclyde Champions Board, facilitated by the Inverclyde HSCP successfully securing 3 year funding from the Life Changes Trust to establish the Board. The Champions Board was launched in April 2018 to coincide with Year of the Young People.

The overall aim of the Inverclyde Champions Board is to improve the life chances of care experienced young people within the wider community. The model that has been adopted is aimed at empowering young people to have a real say in all areas of their lives. It provides a forum for care-

Partnership with Carers

Following the implementation of the Carers (Scotland) Act on 1 April 2018, Inverclyde was the first Council in Scotland to waive all charges for respite and short breaks for carers and young carers, which provides direct benefit to over 250 carers and their families.

In addition, to enhance our support for all carers Inverclyde has:

- Commissioned Your Voice to develop a range of carer engagement opportunities
- Supported Inverclyde Carers Centre to develop Carer Awareness Training to promote the rights of carers across the workforce as we move to full implementation of the Act

Au-some libraries

Inverclyde Council set up Scotland's first autism friendly library service as part of its Au-some libraries project.

In 2018, following feedback from young people with autism, a successful bid for £9,000 funding was made to the Public Library Improvement Fund to provide and improve autism friendly access to resources and services within the libraries.

The funding was used to provide training in Makaton sign language to help non-verbal children; stress relievers; sunglasses and ear defenders to prevent sensory overload; books about autism and books specifically for

experienced young people to meet with key decision makers, service leads and elected members to influence the design and delivery of services that directly affect them.

The Board meets formally twice a year and in-between times, young people and their families are heavily involved in effective changes in all areas of their lives; their health and wellbeing, education and their transition into adulthood that includes training, job opportunities and a home.

- Funded a Carer's Passport Card to support increased identification of carers, linking to a 'Carer Friendly Inverclyde' by encouraging local organisations to offer community and commercial discounts for carers
- Support Financial Fitness to provide an outreach advice service for carers engaging with Inverclyde Carers Centre
- Support Inverclyde Carers Centre to provide emotional support to carers

children who are on the autistic spectrum. Colour coded floorplans for all of our six branches have also been introduced as well as dedicated autism friendly sessions, Au-some Afternoons and Autism awareness, Makaton and Social Stories training for staff.

An Au-some Libraries brand was created to increase the visibility of the project and is incorporated within all promotional material. Library staff also wear Autism Awareness wristbands to highlight their knowledge and understanding of autism.

7. To improve the health and wellbeing of our residents so that people live well for longer

What do we want to achieve?

Our residents have improved health outcomes

Health inequalities between our most and least deprived communities are reduced

Our residents are supported to lead active, independent and healthier lives and be more self-reliant for their own health and wellbeing

Our residents have access to the right treatment, care and support services when they need them, in ways that are effective and personalised

To further embed our Dementia Friendly Inverclyde approach

To reduce the percentage of older residents who feel that they are socially isolated



How are we doing?

The overall health profile of the population of Inverclyde continues to be poorer than that of Scotland as a whole, although it is an improving picture e.g. life expectancy for both males and females at the age of 65-69 has improved at a faster rate in recent years than the national average.

The 'Compassionate Inverclyde' project received national recognition, winning a special Judges Award in the 'Excellent People Excellent Outcomes Category' at the COSLA 2018 awards. The project is based on the premise of ordinary people doing ordinary things to enhance the wellbeing of the community as a whole, including tackling social isolation and loneliness. Inverclyde was also the first place in Scotland to be included on the list of Compassionate Cities.

Healthy lifestyles begin with our children and a core aim of Active Schools is to introduce children and young people to physical activity, and minimise the barriers to participation. 4 primary schools were awarded the sportscotland School Sport Gold Award for innovation and achievement in delivering school sport in 2018 and a further 6 primaries achieved Silver.

Our holiday lunch clubs are designed to provide an environment for children and their families to have fun and relax as well as receive a nutritious lunch, promoting improved health and wellbeing. The clubs offer access to family support workers, arts, crafts, library books and cooking courses. In total 9,773 residents attended a holiday lunch club in 2018.

A large proportion of our employees live in Inverclyde and we are committed to their positive health and wellbeing. This commitment was recognised in the Council, jointly with the HSCP, successfully maintaining the Healthy Working Lives Gold Award in 2018.

Our Performance Measures

Life Expectancy

Life expectancy for Inverclyde males is **1.8 years** lower than the national average and **1.4 years** for females (2014/16)

Gap has widened by 0.3 years males & 0.4 years females
red

Alcohol related mortality

The alcohol related mortality rate is **37.9** (rate per 100,000 population) (2017)

Down 4.6 from 2016
green

Drug related hospital stays

304 drug related hospital stays (rate per 100,000 population) (3 year aggregate 2014/17)

Up 24.9 since 2013/16
red

Social Isolation

8% of older residents reported social isolation

No new data available
no RAG status

Self Directed Support

Self directed support spend on adults 18+ accounted for **5.6%** of total social work spend (2017/18)

Up 0.7% from 2016/17
green

Inverclyde Homes 1st



The Inverclyde Homes 1st project is a sector leading approach that has reduced hospital bed days lost through delay. Homes 1st won the Special Judges Award of Excellence at the NHS Greater Glasgow and Clyde awards. This was only the 4th time in the 8 years that the Chairman's Awards have been running that the Special Award of Excellence had been presented.

The project aims to deliver health and social care in the home or community and maintain an individual's independence wherever possible by providing services that are planned and delivered as close to

Active Travel Strategy

The increase in sedentary lifestyles over the last few decades has been detrimental to physical health and mental wellbeing as well as the local environment.

Inverclyde Council's Active Travel Strategy (ATS), was approved in August 2018 and sets out the Council's commitment to promoting and investing in active travel. The strategy vision is "To make active travel a realistic, convenient and attractive choice for everyone to make everyday journeys in Inverclyde".

Through the implementation of the strategy we

Dementia Friendly Inverclyde

Inverclyde has a higher than average ageing population and the numbers of people living with dementia are expected to rise over the next 20 years. The shared vision of Inverclyde Council and the HSCP is of a 'Dementia Friendly Inverclyde' and in support of this, Inverclyde Council invested an additional £100,000 in 2018 to help increase awareness and reduce the stigma of dementia.

The additional investment was aimed at building on the work already carried out, including Gourock being the first town in Inverclyde to be named dementia friendly,

them as possible by a team including occupational therapy, home support, social workers and pharmacy.

By utilising the Home 1st approach, Inverclyde has reduced the number of bed days lost to delayed discharge in 2018/19 by nearly 50% on the previous year, from 1609 in 2017/18 to 835 in 2018/19.

aim to increase levels of walking and cycling which will in turn, lead to improved health, encourage physical activity amongst children, helping to reduce childhood obesity, whilst improved access to greenspace and encouraging citizens' to be more active which will have positive physical and mental health benefits.

through the provision of dementia friendly initiatives such as dementia friendly buildings.

The Inverclyde Dementia Friendly Strategy aims to ensure that people living with the disease; their families and carers receive the best possible support, feel included and remain part of their community for as long as possible.

7. To protect and enhance our natural and built environment

What do we want to achieve?

With partners, continue the transformation of Inverclyde's physical environment through ongoing regeneration

To support the sustainable residential and commercial development of the local area through our Local Development Plan

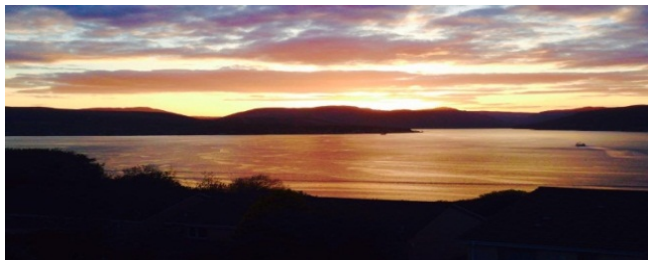
Our public spaces are high quality, attractive and well maintained and meet the needs of our community

Inverclyde's transport and roads network support the needs of our residents

The housing needs and aspirations of our current and future residents are met in a planned manner

To reduce our carbon footprint, maximise recycling and minimise waste

To protect our environment through a range of regulatory and enforcement activities that ensure the health, wellbeing and safety of the residents of Inverclyde



How are we doing?

To improve road safety and promote industrial regeneration, a £3million development to realign Bakers Brae in Greenock was delivered in 2018/19. As well as the demolition of vacant and derelict buildings on Drumfrochar Road to accommodate the road widening, a major programme of tree planting and landscaping was put in place to create a green buffer.

Inverclyde's proposed new Local Development Plan was published in April 2018, with the aim of encouraging investment and new development that is sustainably designed and located and contributes to the creation of successful places. The Plan is due to be adopted in August 2019. We also published a new Strategic Housing Investment Plan which identified priority sites for development of affordable housing in Inverclyde over a five year period.

We invested an additional £2.5million in Inverclyde's town centres and villages, with £1.9million awarded to support regeneration across Greenock town centre and £250,000 allocated to both Port Glasgow and Gourrock town centres, with the balance of £100,000 being shared equally amongst the 4 villages. Proposals for the spend of this funding are being developed by the three town centre regeneration forums.

We achieved a further reduction in our CO₂ emissions, which fell by 0.5 tonnes per capita between 2014 and 2016 due to our investment in energy efficient measures and initiatives. In addition, according to the latest LGBF data Inverclyde was the fifth highest performer in Scotland for the recycling of household waste. This is an area where the Council performs consistently well, placing in the top quartile of all Scottish councils for 4 out of the past 5 years.

Our Performance Measures

CO ₂ emissions	Greenspace satisfaction	Street Cleanliness	Waste Recycling	Roads Network	Parks and open spaces
CO ₂ emissions = 4.2 tonnes per capita (2016)	68% of residents are satisfied with their nearest greenspace (2017)	Street cleanliness score 87.1% (2017/18)	57.2% of household waste was recycled (2017/18)	37.5% of the overall road network requires maintenance treatment (2017/19)	88.3% of residents are satisfied with parks and open spaces (2015/18)
Down 0.3t from 2015 green	Down 5% from 2016 red	Down 7.6% from 2016/17 red	Up 3.8% from 2016/17 green	Down 0.4% from 2016/18 green	Up 0.7% on 2014/17 green

School Estate Programme

The final major project in the programme of delivering brand new or fully refurbished school estate got underway in 2018 with the £6million refurbishment and extension of St. Mary's primary school, the opening of the new £9.2million St. Ninian's Primary in Gourrock and the £3.4million Glenpark Early Learning Centre.

The £5million refurbishments of Moorfoot Primary School and £3.8 million Lady Alice Primary School were also completed in last year, bringing the council's investment in its schools to £270 million.

The programme is scheduled to be completed five years ahead of the original timeframe, meaning that every child in Inverclyde will be in a new or fully refurbished school by 2020, helping to ensure that we are getting it right for every child.

Inverkip infrastructure

Plans for the City Deal project at Inverkip, which is a joint infrastructure and development project between Inverclyde Council and Scottish Power, have progressed over the past year.

The Inverkip project will help release investment and secure the development of a major 20 hectare brownfield site identified in the Local Development Plan, particularly around the former Inverkip Power Station, with the provision of around 600 new, high quality residential units and 6000 sqm of commercial space.

The infrastructure project also aims to deliver access and safety improvements in Wemyss Bay and Inverkip by addressing the restricted network junction capacity on the A78 trunk road.

Climate Change Plan

Climate change is one of the greatest challenges facing the world today. Recognising this, the council published its new Climate Change Plan in 2018. The new Plan is wider in scope than the previous Carbon Management Plans, and sets out how the Council can adapt to current and future climate change and help to bring about a transformational change to achieve a low-carbon society.

As part of this, we continuously review our building portfolio to determine opportunities for rationalising and improvement and to ensure that operations are carried out from only the required number of energy efficient buildings. Energy and water consumption in buildings is also monitored.

All new and refurbished schools incorporate energy efficiency improvements and renewable energy technologies in support of reducing the Council carbon footprint.

Agreement has been reached on the preferred junction improvements and Scottish Power is progressing with detailed designs.

The anticipated cost of the public works is £3.25 million, with additional private sector investment expected.

£3.1 million investment has also been made to cut our street lighting carbon footprint by more than half via the installation of more environmentally friendly LED street lighting, which use around half the power consumption of the old lights and require less servicing and maintenance.



8. To preserve, nurture and promote Inverclyde's unique culture and heritage

What do we want to achieve?

Celebrate and promote Inverclyde's unique cultural and creative identity, past, present and future

Develop a strong sense of place and increase civic pride through cultural and heritage activity

Increase the number, and diversity of, local residents engaging with culture and heritage

Promote the positive impact cultural and heritage participation can have on health and wellbeing

Support economic development and regeneration using local culture and heritage activity as a catalyst

Continue to secure ongoing investment from national funders into our cultural and heritage assets

Empower communities to establish sustainable cultural and heritage activities

Contribute to the delivery of Inverclyde Cultural Partnership's Arts and Creativity Strategy and Heritage Strategy

How are we doing?

The Inverclyde Cultural Partnership was established in 2018, led by Inverclyde Council. The Partnership was created to support the delivery of the Inverclyde Arts and Creativity Strategy and has a pivotal role to play in both the delivery of this organisational priority and the strategic priority in the Inverclyde Outcomes Improvement Plan focusing on Environment, Culture and Heritage.



Membership of the Cultural Partnership is drawn from a wide range of organisations, all with an interest in arts, culture and heritage. A detailed Delivery Action Plan has been developed which contains tasks and priorities identified by the group to enhance culture and heritage opportunities for the residents of Inverclyde.

A part-time Arts Co-ordinator has also been appointed for a period of 12 months with responsibility for facilitating arts development in the area.

A number of events were delivered by the Partnership over the course of 2018 and into 2019 including:

- Great Place Scheme
- Galoshans 2018
- First World War Commemorations
- James Watt bi-centenary celebrations

Our Performance Measures

Libraries	Museums	Attendance at events	Attendance at events <i>(most deprived 20%)</i>	Cultural activity	Cultural Activity <i>(most deprived 20%)</i>
79% of adults are satisfied with libraries (2015/18)	73% of adults are satisfied with museums (2015/18)	76% of adults attended cultural events / places of culture (2017)	71% adults in the 20% most deprived areas attended cultural events / places of culture (2017)	73% of adults participated in any cultural activity (2017)	65% of adults in the 20% most deprived areas participated in any cultural activity (2017)
No change from 2014/17 green	Down 7% from 2014/17 red	Down 8% from 2016 red	Down 5% from 2016 red	Down 4% from 2016 amber	Down 3% from 2016 amber

James Watt Bi-centenary

2019 is the 200th anniversary of the death of James Watt. To highlight the work and life of the Greenock born inventor and celebrate his legacy, a year-long series of events have been planned.

The celebrations started in January 2019 with a film projection onto Cowan's Corner and the launch of the virtual 'Watt Walk' with Inverclyde's primary schools. The walk starts in Greenock and ends in Cornwall, taking in key locations in Watt's life.

A number of further events are planned for later this year, including the re-launch of the refurbished McLean Museum and Art Gallery and Watt Library and Inverclyde schools have been taking part in a creative art project to design their own James Watt Commemorative.

Watt Institution Repair Programme

The area's principal heritage assets, the Watt Institution - comprising the McLean Museum and the Watt Library, was closed to the public during 2018/19 to allow an extensive programme of fabric repairs to the building complex to continue.

The council invested £1.8million towards the refurbishment work alongside a grant of £287,000 from Historic Environment Scotland.

The McLean Museum is widely considered as one of the best municipal museums in Scotland because of its outstanding collections of art, local heritage, technology and culture. The museum itself stores many thousands of artefacts and collections. Whilst the repair work was ongoing, a limited frontline service was provided at the

Great Place Scheme



Inverclyde Council made a successful bid in 2018 to the Heritage Lottery Fund for £200,000 to deliver 'Stories Frae the Street' as part of their Great Place Scheme.

The project will pilot a range of methods to engage communities in the heritage of Greenock town centre. This includes funding the production of a ten year Heritage Strategy for Inverclyde, which aims to support the development of a strong, sustainable heritage infrastructure operating across the public, private and third sectors.

The Council has also designed a James Watt tartan as part of the celebrations, which has been officially added to The Scottish Register Tartans.



Inverclyde Heritage Hub.
The repairs programme is now concluded and museum and library staff are currently re-instating the collections, with a projected re-opening date of Autumn 2019.

It also includes key commemorative events, artists' residencies and the development of an apprenticeship programme to engage young people in heritage activities and encourage them to consider a career in heritage.



9. To deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources

What do we want to achieve?

The principles of Best Value are applied to everything that we do

Our residents and communities feel actively involved in how services are designed and delivered

We have modernised the way in which we work via the implementation of our 'Delivering Differently' programme

Our services are provided in a variety of ways that meet the needs of our service users and offers flexibility

We use data more effectively for the benefit of residents and to plan for the future of services

We maximise our income stream by working more efficiently and where it is appropriate collaboratively, in the delivery of services

To modernise and rationalise our property estate

To strengthen partnership working to deliver the best possible outcomes for our residents

How are we doing?

Despite another year of very challenging financial circumstances, the council's 2019/20 budget was agreed and unanimously approved. Further efficiency savings were identified bringing the total to almost £22million over the past 10 years, helping to minimise cuts to frontline services.

Service performance continued to be closely scrutinised, with analysis of trend data and benchmarking performance with other councils, including the Local Government Benchmarking Framework. In 2017/18, almost 59% of Inverclyde's performance indicators in the LGBF ranked in the top two quartiles, placing us in joint third position compared with the other 31 councils.

Additional investment was made in the development of online services to provide our customers with greater flexibility in how they interact with the council. Online services are also cheaper to deliver and this means that resources can be diverted into maintaining vital services elsewhere.

We published our first British Sign Language (BSL) Plan in 2018 in consultation and engagement with local D/deaf and Deafblind users. The Plan aims to promote and raise awareness of BSL locally through the delivery of a range of improvement actions, grouped under 7 themes, including Access to Public Services; School Education and Health.

Within the council's own premises, our ICT service delivered a successful Wi-Fi access project throughout the main campus. This has provided secure access in all parts of the campus and allows for greater flexibility in working practices for employees.

How are we doing?

Responsive to need Citizens' Panel

44% of residents agree that the council is responsive to customer needs (2018)

Down 6% from 2015
red

Service Satisfaction Citizens' Panel

69% of residents are satisfied with Council services (2018)

Up 1% from 2016
green

Value for Money Citizens' Panel

55% of residents agree that Council services are good value for money (2018)

Down 5% from 2016
red

Reputation Citizens' Panel

41% of residents feel that the Council's reputation is good (2018)

Down 3% from 2015
amber

Accommodation

92.4% of the Council's operational buildings suitable for current use (2017/18)

Up 2.1% from 2016/17
green

Customer Interactions

2.2% increase in face to face
7% decrease in phone calls
4.8% increase in mobile/web /other (2018/19)

Overall positive trend
green

Shared Services

Financial pressures mean that our previous approaches to service delivery are no longer sufficient, which is why with West Dunbartonshire Council, we took the innovative step in 2018 to appoint a new joint Head Roads and Transportation to work across both areas.

The new structure means greater collaboration between the two authorities in a bid to avoid duplication and improve value for money in roads and transportation. It also provides both councils the opportunity to develop bids for external funding.

Over a period of time, other opportunities for shared services will be explored across the 2 councils, including waste, grounds maintenance, cemeteries and fleet.

Council Tax Collection

Inverclyde Council achieved another record year for Council Tax collection rates in 2018/19.

Achieving high levels of council tax collection is important because it helps to pay for many vital services, from schools to libraries and roads and refuse collection. It is therefore vital that the council collects all that it possibly can from what is billed every year. Maximising income from council tax collection also help to protect jobs within the council.

In 2018/19, the council tax collection rate reached 95.7%. This is 0.2% higher than the previous year and was the fifth consecutive year where an improvement had been achieved.

Digital Technologies

In 2018, the council invested £145,000 in improving and developing its online services. This investment allowed the Council to increase the range of services that are available digitally and also provide a more joined up process, helping to improve the online service that we provide to our customers.

We launched 'My Inverclyde' in September 2018, with the aim of providing a 'one stop shop' for useful information. The new online service means that residents can find out a range of services from bin collections, schools, dentists to the time of the next bus based on their home address.



★ LGBT Youth Scotland Awards

Inverclyde Council was awarded the LGBT Bronze Charter Award by LGBT Youth Scotland in February 2019. The LGBT Charter Mark is awarded to schools, organisations and community groups that can demonstrate a commitment to inclusion and equality. Plans are now in place to work closely with Clyde Pride towards achieving the Silver Charter Award and the Gold Award thereafter.

★ APSE Awards

The APSE performance network awards took place in December 2018 and Inverclyde was awarded the 'Most Improved Performer' in the Building Cleaning Category.

At the same event, Inverclyde Council was short listed in the 'most improved category' for Education Catering.

★ NHS Greater Glasgow and Clyde Awards

Inverclyde Homes 1st won the Special Judges Award of Excellence at the NHS Greater Glasgow and Clyde staff awards in November 2018. The project aims to deliver health and social care in the community and maintain people's independence where possible. The panel of judges were so impressed by the project they agreed, for only the fourth time in eight years that the Chairman's Awards have been running, to make a Special Award of Excellence.



★ COSLA Awards

The Inverclyde project 'Compassionate Inverclyde' won a COSLA Excellence Award 2018 in the 'Excellent People Excellent Outcomes' category. This was a special Judges Award for innovative projects that have made an outstanding impact by transforming workforces and equipping staff to rise to new challenges. Compassionate Inverclyde is the first compassionate community in Scotland which is aimed at changing attitudes and behaviour around death, dying and loneliness.

★ Scottish Education Awards

At the Scottish Education Awards in June 2018, King's Oak Primary and Nursery won the Family and Community Learning Award while Kilmacolm Primary and Nursery were awarded the prize for raising attainment in literacy.



King's Oak Primary & Nursery



Kilmacolm Primary & Nursery

10. To develop motivated, trained and qualified employees who deliver quality services that meet current and anticipated service needs

What do we want to achieve?

Our workforce size and the skills set of our employees meet the needs of the organisation

We have an employee driven culture of high performance, improvement and innovation

Our workforce feels valued and highly motivated

Our employees understand how their role contributes to the Council's vision

Inverclyde Council is viewed as an employer of choice

The health and wellbeing of our employees is supported through a range of health, safety and wellbeing opportunities

Employees are digitally skilled to deliver the best service to meet customer needs



How are we doing?

Inverclyde Council is one of the largest employers in the area, with approximately 4,000 employees providing a range of vital services to the public. It is important that we are aware of what we are doing well and any areas for improvement. An Employee Survey was carried out in 2018 with an overall employee response rate of 32%, which is a significantly greater response than previously received. The employee feedback received was very positive across a range of areas and an action plan has been developed to tackle the areas for improvement that have been identified.

Our Customer Service Centre is the first point of contact for the vast majority of our customers. In 2018/19, it received 33,709 visitors, handled 103,236 telephone calls and dealt with 9,504 e-mails. Investment in training has been made to ensure that the best possible service is provided. To date, 15 Customer Service staff have successfully completed their Customer Service Personal Qualification course at award or certificate level. In addition, all staff have undergone 'soft skills' training to ensure that have skilled in active listening, empathy, good communication and ability to resolve problems.

We record and monitor our customer comments and complaints to determine if a process needs to be reviewed or improved. Compliments are also recorded to ensure that employees receive recognition for their hard work. The number of compliments received by the Customer Services team reached its highest level year in 2018/19, with 96 compliments received, compared to 81 the previous year.

Our Performance Measures

Employee satisfaction

82% of employees are satisfied in their job (2018)

Above 70% target green

Links to Council aims

93% of employees understand how their work contributes to the Council's aims (2018)

Above 70% target green

Employee motivation

78% agree that they feel motivated to do the best job they can (2018)

Above 70% target green

Perception

74% of employees agree that Inverclyde Council is a caring, supportive employer (2018)

Above 70% target green

Sickness absence

9 days was the average number of sickness absence days per employee (2018/19)

9 day target achieved green

Pay and Grading Model

A new Pay and Grading model was developed to address the pay differentials at the bottom end of the council pay structure. The key changes brought in by the new model include:

- The incorporation of the Scottish Local Government Living Wage as the minimum hourly rate;
- A reduction in the overall number of grades in the structure;
- A reduction and rationalisation of the number of Senior Management Grades; and
- To ensure affordability and sustainability

The key groups of staff who had the biggest salary increase are those in the lower paid salary scales. Approximately 1,400, or 45%, of the council's lower paid employees benefitted from the introduction of

Employee development

Professional learning opportunities for primary and secondary school staff to develop their leadership knowledge, skills and practices was provided in-house during 2018. The sessions were so successful that they were identified by Education Scotland as a good practice exemplar and published on its website. As a result of this, it was agreed that a six-session leadership course should be rolled out across the whole Council. The sessions were based on the Uplifting Leadership book by Hargreaves, Boyle and Harris as well as other leadership theories, about how teams raise performance.

The council has also implemented targeted approaches to 'growing its own' workforce. Following a period of difficulty in recruiting qualified staff, the Accountancy Team invested

Carer Positive Award

As our population ages and the number of carers rise, there are implications for the council in relation to losing carers from its workforce.

Inverclyde Council received a 'Carer Positive Award' in 2018, recognising that the Council supports employees who have caring responsibilities.

The award incorporates 3 levels or stages from 'engaged' to 'established' through to 'exemplary'. Inverclyde Council has achieved Level 1 'engaged' which recognises that the council has an awareness of carers amongst its employees and is committed to carer friendly policies and working practices.

the new model. The new model will help to reduce the Gender Pay Gap across the organisation as the majority of employees in the affected grades are female.

significantly in developing its own qualified accountancy staff, using both apprenticeship posts and providing opportunities and financial support to non-qualified staff to gain professional qualifications.

Work is ongoing to review the requirements to apply for the next level of the award – Carer Established (Level 2).

INSPECTION FINDINGS 2018/19 ~ HOW DID WE DO?

✓ How well is Inverclyde Council improving learning, raising attainment and closing the poverty related attainment gap?

Inverclyde was one of the initial seven Attainment Challenge local authorities in 2015. Six Inverclyde primary schools were involved in the first year. In the second year the focus was on nine primary schools and has now been extended to include all six secondary schools and a total of 12 primary schools.

In October 2018, following an intensive inspection, Education Scotland published its report, 'How well is Inverclyde Council improving learning, raising attainment and closing the poverty-related attainment gap?'. The Education Scotland inspectors found that the council is making very good progress in improving learning, raising attainment and narrowing the poverty-related attainment gap. Inverclyde's approach was described both as life-changing and sector leading. The inspectors noted the following strengths:



- ★ The very strong vision and shared values which are 'lived by all' across the authority.
- ★ The influential leadership at all levels, from the Chief Executive, head of education through the central teams, and heads of establishments empowering staff to play their part in improving the life chances of children, young people and their families.
- ★ Sector-leading evidence-based professional learning resulting in a culture of strong reflective and confident practitioners.
- ★ Staff and partners working very effectively together to provide sensitive and well-judged support for children and young people, which is improving literacy, numeracy and health and wellbeing outcomes.
- ★ Robust self-evaluation, supported by strong strategic governance, at the heart of Inverclyde Council's practice.

✓ **HMIE Community Learning and Development Place Based Inspection 2019**

In January 2019, Education Scotland carried out an inspection of Community Learning and Development in Inverclyde Council. The inspection of CLD in Inverclyde Council found 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 organisations and groups
- ★ Strong and effective leadership for CLD
- ★ An evolving youth voice

Of the four quality indicators that the service was assessed against, two indicators were rated good and two very good.

Quality Indicator	Rating
Improvements in performance	Good
Impact on the local community	Good
Delivering the learning offer with learners	Very good
Leadership and direction	Very good

✓ **How Good is our Public Library Service 2019**

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 and a Level 4 rating (Good) for QI1 - Access to Information. The review found major strengths in library provision across both quality indicators including:

- ★ Strategic goals are clearly linked to corporate plans, local 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
- ★ The development of the learning offer
- ★ Excellent staff communication
- ★ A good track record of attracting external funding to drive service improvement and innovation

- ★ Au-some libraries demonstrates very good practices
- ★ The Heritage hub bringing together Local, Archives and Museums resources is a very good service for the community and example of the advantages of working together

We would like to hear what you think of this Annual Report and in particular, if we can improve on the information that we provide to you.

Contact us

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We are committed to using our website and a range of social media to communicate with people, communities and businesses across Inverclyde and beyond.



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Report To:	Policy and Resources Committee	Date:	6 August 2019
Report By:	Ruth Binks, Corporate Director Education, Communities and Organisational Development	Report No:	PR/20/19/LMC
Contact Officer:	Louise McVey Corporate Policy, Performance and Partnership Manager	Contact No:	01475 712042
Subject:	Local Outcome Improvement Plan Annual Report 2018/19		

1.0 PURPOSE

- 1.1 The purpose of this report is to present to the Policy and Resources Committee the finalised version of the Inverclyde Local Outcome Improvement Plan Annual Report (2018).

2.0 SUMMARY

- 2.1 As part of the Community Planning element of the Community Empowerment (Scotland) Act 2015, the Inverclyde Alliance has a responsibility to develop a Local Outcome Improvement Plan (LOIP). The Inverclyde Local Outcome Improvement Plan was approved by the Inverclyde Alliance at its Board Meeting on 11 December 2017.
- 2.2 The 2015 Act requires Community Planning Partnerships to review and report on progress towards their LOIP and locality plans, and keep the continued stability of these plans under review.
- 2.3 The annual report seeks to highlight progress in achieving the ambitions of the Inverclyde Alliance throughout 2017/18, using performance data, examples of activity from the priority outcomes and an update in regard to locality planning to demonstrate how we are working together to improve local outcomes.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Policy and Resources Committee:
- a. Notes the development and progress made in the Inverclyde Local Outcome Improvement Annual Report 2018.

**Ruth Binks,
Corporate Director
Education, Communities and Organisational Development**

4.0 BACKGROUND

4.1 As part of the Community Planning element of the Community Empowerment (Scotland) Act 2015, the Inverclyde Alliance has a responsibility to develop a Local Outcome Improvement Plan (LOIP). The Inverclyde Local Outcome Improvement Plan was approved by the Inverclyde Alliance at its Board Meeting on 11 December 2017.

4.2 The new LOIP must demonstrate a clear, evidence-based and robust strong understanding of local needs, circumstances and aspirations and specify how these vary for different places and population groups within Inverclyde. The LOIP must identify which communities experience significantly poorer outcomes relative to other communities in the area and Scotland overall.

4.3 Inverclyde's LOIP has been informed by both the results from the 'Our Place Our Future' Survey and a comprehensive strategic needs analysis. The LOIP identified three strategic priorities that the Alliance Board will focus on.

- Population
- Inequalities
- Environment, Culture and Heritage

5.0 ANNUAL REPORT HIGHLIGHTS

5.1 A range of performance indicators has been identified to allow the Inverclyde Alliance to measure progress in achieving our three outcomes. This annual report includes a selection of performance indicators to illustrate how we are doing. Data for 2017/18 is provided where available however sometimes there is no data update available or that data has yet to be published. Where 2017/18 data has yet to be published, the latest available data is provided.

5.2 Each section in respect of the three strategic priorities follows the same approach; a 'how are we doing' details some of the key performance measures, a 'what approaches are we deploying' highlighting work within the respective priority and a 'what will be different for communities in 10 years' time' repeats the information from the LOIP to highlight the focus of the Alliance for that particular priority.

5.3 Data in respect of the section on **population** highlights:

- A small reduction in the population of Inverclyde in 2017/18 compared to the previous year.
- For the first time since 2013/14 Civilian-in-Migration is greater than Civilian-Out-Migration. However there was less in-Migration in 2017/18 than there was in 2016/17 although less out-Migration in the same time period.
- Satisfaction with Inverclyde and neighbourhoods as a place to live remain high.

5.4 Actions in respect of the section on population are:

- The commissioning of a study that supports the development of a repopulation strategy for Inverclyde. This study highlights a wide range of indicators such as population, economic activity, skills profile and other local information and assesses the cause and scale of the demographic challenge, recent economic trends, the area's assets and its connectivity.

- The significant investment in new affordable housing that will address the housing priorities in our area.

As part of the Glasgow City Region City Deal Inverclyde Council is investing in three projects:

- Ocean Terminal

An augmented Outline Business Case for Ocean Terminal was approved by the Glasgow City Deal Cabinet. This augmented Outline Business Case confirms the preferred solution for the Ocean Terminal building which includes an art gallery dedicated to George Wyllie and a restaurant. These elements of the building have been made possible through a donation from the Dunard Fund. In parallel with the augmented Outline Business Case, a final business case was approved for the implementation of the floating pontoon. All consents are now in place for the pontoon and Peel have awarded the construction contract. Peel are making provision for temporary passenger accommodation during the transition phase between the opening of the new pontoon and completion of the terminal.

- Former Power Station, Inverkip

Following extensive negotiations around the preferred junction improvements on the A78 between the Scottish Government, Scottish Power (as owners of the site) and the Council, agreement has been reached and Scottish Power is now progressing detailed designs. These designs will be taken through contract preparation and tender following which a Final Business Case will be submitted by the Council to the City Deal Project Management Office.

- Inchgreen Dry Dock

Following engagement with Peel Ports and three other parties in respect of development at Inchgreen, a strategic business case was submitted and approved earlier this year. The proposals on site involve construction of vessels, marine engineering, fish processing and a fisheries training facility. Over 300 jobs are anticipated through these operations. Subject to negotiations with the interested parties, an Outline Business Case will be submitted later this year which will facilitate land accumulation and progression to Final Business Case.

5.5 Data in respect of the section on **inequalities** highlights:

- A reduction in the percentage of the population with no qualification and the lowest ever percentage since recording in 2004
 - 1518 children provided with a free meal during school holidays during 2018
- An increase in the percentage of young people aged 16-24 who are unemployed.

5.6 Actions in respect of the section on inequalities are:

- The Inverclyde 'Every Child, Every Chance' poverty event was held in October 2018 focusing on the good practice work existing in Inverclyde as well the challenges for Inverclyde.
- The Inverclyde Regeneration and Employability Partnership have identified approximately 6,600 workless households in Inverclyde and have prioritised a need to engage with people to ascertain what their aspirations are, what support they require and the barriers to employment.
- Some of the work to help mitigate child poverty in Inverclyde such as increasing the uptake of eligibility for free school meals/Schools Clothing Grants, and

exploring methods to automate payments to ensure families receive their entitled benefits without the need to complete additional applications forms.

5.7 Data in respect of the section on **Environment, Culture & Heritage** highlights:

- A reduction in the percentage of people cycling.
- A reduction in the amount of secondary fires across Inverclyde.
- A reduction in the total amount of derelict land.
-

5.8 Actions in respect of the section on Environment, Culture & Heritage are:

- The introduction of an Active Travel Strategy in Inverclyde which sets a vision of making active travel a realistic, convenient choice for making every day journeys in Inverclyde.
- The use of funding from the Smarter Choices, Smarter Places programmes that has resulted in the opening of the Bothy which provides cycling and walking activities to local residents and visitors.
- The Cultural Partnership will provide support to distinct arts and culture festivals in Inverclyde in addition to overseeing the delivery of the Stories Frae the Street as part of a successful Heritage Lottery Fund award to Inverclyde Council.

5.9 The document also includes a brief update in relation to Locality Planning in Inverclyde with a review of some of the work in the three priority localities.

6.0 ANNUAL REPORT CONSIDERATIONS

6.1 Most of the work in 2018 can be described as 'planning'. The Partnership Action Groups have identified a need for an evidence base which has resulted in the completion of or commissioning of studies. It is anticipated that during 2019 the Partnership Action Group will begin to create improvement action plans.

6.2 Performance information data was updated following the introduction of the LOIP in 2017. Where possible these data sets have been updated. It is important to note that some data sets have not been updated whilst some data sets are not updated on an annual basis. Most of the data is taken from open sources therefore the Alliance may not be in complete control of data changes either positively or negatively. Partnership Action Groups may wish to consider if the performance information related to their priority theme can be improved.

6.3 Another data consideration is data taken on a wide population approach with no opportunity to easily examine the figures. An example of this is the statistic around the 6,600 workless households in Inverclyde. Whilst that figure will include a number of sub-sets it will require detailed analysis to better understand how to manage this figure. There has been a suggestion of a data group made up of analysts and researchers to look at some of these issues.

7.0 IMPLICATIONS

7.1 Legal: None

7.2 Finance: None

7.3 Human Resources: None

7.4 Equality and Diversity: None

7.5 Repopulation: Delivery of the improvement actions will help to deliver better outcomes for the residents of Inverclyde, which in turn will help to make the area a more attractive place in which to live.

7.6 Inequalities: A number of improvement actions within the plan are aimed at tackling inequalities.

8.0 CONSULTATIONS

8.1 Not applicable.

9.0 LIST OF BACKGROUND PAPERS

9.1 Inverclyde Outcome Improvement Plan 2017/22.

**Inverclyde Alliance
Inverclyde Local Outcome Improvement Plan
Annual Report (2018)**



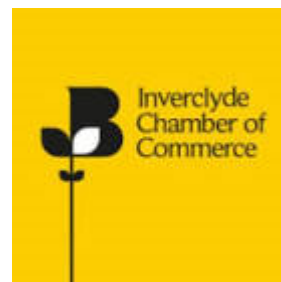
Moving Forward Together



Inverclyde Alliance



FIRE AND RESCUE SERVICE



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

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Polish

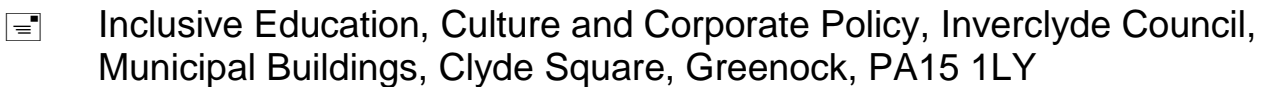
Dokument ten jest na życzenie udostępniany także w innych wersjach językowych, w dużym druku lub w formie audio.


Punjabi

ਇਹ ਦਸਤਾਵੇਜ਼ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਆਡੀਓ ਟੇਪ 'ਤੇ ਰਿਕਾਰਡ 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۔



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• Foreword

Councillor Stephen McCabe, Leader of Inverclyde Council and Chair of Inverclyde Alliance

As Chair of the Inverclyde Alliance, the Inverclyde Community Planning Partnership, I am delighted to introduce Inverclyde's Outcomes Improvement Plan Annual Report 2018. This Annual Plan sets out what the Inverclyde Alliance has achieved over the previous year.

My foreword in the Inverclyde Outcomes Improvement Plan 2017-2022 noted that as a Partnership, we recognise the challenges that lie ahead and to recognise a number of substantial strengths we can build upon and during the previous twelve months partners have been progressing a number of key actions and activities to ensure that all our children, citizens and communities are safe, healthy, achieving, nurtured, active, responsible and included through the delivery of our three strategic priorities contained within the plan.

Each strategic priority is introduced with a selection of key performance measures over the last year, but most importantly it details some of the actions that have been carried out. In respect of population I look forward to receiving a report in 2019 highlighting opportunities to help ensure that our population is stable and sustainable, but also recognising some of the work in 2018 especially around a significant investment in affordable house building with 109 units for social rent completed in 2018. Recognising inequalities that exist in Inverclyde there has been significant partnership work around mitigating child poverty in Inverclyde and supporting families with school holiday clubs ensuring children and their families could take part in a range of fun activities and also enjoying a lunch. With regards to the environment, culture and heritage 2018 saw the launch of an active travel strategy, the opening of 'The Bike Bothy' and supporting two distinct arts and cultural heritage festivals in 2018.

The Inverclyde Alliance also recognise that fundamental to the success of our plan is working with communities across Inverclyde as that communities themselves often have the answers to the problems experienced by those living in their area and during 2018 partners from across the Inverclyde Alliance have been engaging with communities with a number of engagements planned for 2019.

Councillor Stephen McCabe
Chair of Inverclyde Alliance Board
Leader of Inverclyde Council

Introduction

The Inverclyde Outcomes Improvement Plan (OIP) 2017/22 sets out the outcomes that the community planning partners in Inverclyde, known as the Inverclyde Alliance, will seek to improve, which in turn should improve the wellbeing and quality of life of the residents of Inverclyde.

Inverclyde Alliance has identified three strategic priorities that reflects both the needs of our population and the aspirations of our communities, with the overall aim of reducing deprivation and inequalities. The three strategic priorities are:

Population

Inverclyde's population will be stable and sustainable with an appropriate balance of socio - economic groups that is conducive to local economic prosperity and longer term population growth.

Inequalities

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.

Environment, Culture and Heritage

Inverclyde's environment, culture and heritage will be protected and enhanced to create a better place for all Inverclyde residents and an attractive place in which to live, work and visit.

This annual reports highlights progress since the introduction of the OIP in 2017 using key performance data, examples of activities to demonstrate how we are working together to improve the local outcomes.

We want to get it right for everyone in Inverclyde, but recognise that there are particular communities that require targeted attention. Those areas which are identified as being subject to multiple deprivation and experiencing the greatest inequalities will receive targeted interventions in regard to housing, health, community safety, environmental improvements and community capacity building etc. We have developed Locality Plans for three areas in Inverclyde which experience the greatest level of inequality and deprivation, using a wide variety of data including the Scottish Index of Multiple Deprivation, to identify those areas. In the plans we set out priorities to improve outcomes for communities that have been developed with communities. The annual report also provides an update of activity within the localities of:

- Port Glasgow
- Greenock East and Central
- Greenock South and South West

Inverclyde Alliance Board

The Inverclyde Alliance Board is made up of the following members:

- | | |
|---|---|
| • Community Councils Forum | • Skills Development Scotland |
| • NHS Greater Glasgow and Clyde | • The Scottish Fire and Rescue Service |
| • Inverclyde Chamber of Commerce | • Scottish Enterprise |
| • Greenock and District Trades Council | • Strathclyde Partnership for Transport |
| • Inverclyde Council | • Police Scotland |
| • West College Scotland | • CVS Inverclyde |
| • Job Centre Plus/Department of Work and Pensions | • The Scottish Government |

In addition to the above, locally there are a number of other partner agencies who are involved in the delivery of the outcomes such as Riverside Inverclyde, River Clyde Homes and Inverclyde Leisure, among others.

Performance Information

A range of performance indicators have been identified to allow the Inverclyde Alliance to measure progress in achieving our three outcomes. This annual report includes a selection of performance indicators to illustrate how we are doing. Data for 2017/18 is provided where available however sometimes there is no data update available or that data has yet to be published. Where 2017/18 data has yet to be published, the latest available data is provided.

What did our Strategic Needs Analysis tell us?

Population

- A declining population has implications for the future of services within Inverclyde. In particular, the projected decline in the numbers of young people and working age population, coupled with the substantial increase in the numbers of over 60s will place additional pressures on those services required by an ageing population.
- More local jobs will be the biggest determinant of future population growth and critical to attracting migrants and retaining young people currently living in Inverclyde.
- Partners need to ensure that appropriate support is available that meets the changing needs of our older people e.g. older adults are at increased risk of being socially isolated or lonely which in turn impacts on health and wellbeing.
- A poor perception of the area is the primary reason given by our young people who are considering leaving. Also, the majority of residents leaving Inverclyde move elsewhere in Scotland and Inverclyde has been less successful than other areas in Scotland in attracting in migrants, although the recent increase in the number of migrants moving to Inverclyde is encouraging.

Economy

- Inverclyde's employment remains heavily reliant on the public sector. With public sector budgets reducing resulting in a shrinking workforce in this sector, this will put additional pressure on the local employment market.
- The reduction in the working age population of Inverclyde is a long term issue for the partnership.
- Planned and future training and upskilling opportunities must take cognisance of the predicted market changes to ensure that Inverclyde residents have the required skills to meet the needs of employers.
- The closing of the gap between Inverclyde and Scotland in relation to gross weekly pay is a positive outcome for Inverclyde residents.
- There has been a significant increase in the number of new enterprise births between 2010 and 2015, however Inverclyde's business base remains relatively narrow with a lower business survival rate than the Scottish average. Growing small businesses is one route to employment growth.
- Business density remains well below the Scotland average and there continues to be a challenge in growing private sector jobs.
- Tackling entrenched rates of dependency on Employment Support Allowance and Incapacity Benefit remain a challenge.
- The number of residents in Inverclyde with no qualifications is higher than the Scottish average and acts as a barrier to finding employment.
- Respondents from the Our Place Our Future survey have fairly low satisfaction levels with work and the local economy overall. Respondents cited the need for more well paid jobs and meaningful employment opportunities locally.

Deprivation

- Income, employment and health deprivation, as measured by the SIMD16, remain a significant issue for a large number of people living in Inverclyde. Deprivation levels vary significantly across communities in Inverclyde with the most deprived area being Greenock Town Centre.
- Child poverty in Inverclyde has increased in recent years, with more than 1 in 4 children now estimated to be living in poverty.
- Fuel poverty is growing and those in our most deprived areas are spending a higher proportion of their income on fuel.
- The ongoing improvement in attainment for those young people living in the most deprived 20% is encouraging.

Health

- There is a welcome improvement in life expectancy for both males and females in Inverclyde, although longer life expectancy does not always translate to healthy life expectancy with people living longer but living with disability or chronic illness. For example, there is a difference of nearly 17 years for women in Inverclyde between healthy life expectancy and life expectancy. Stark health inequalities continue to exist in life expectancy and other health outcomes across communities in Inverclyde.
- Obesity is a growing issue both nationally and locally. Children in Inverclyde are at a higher risk of weight problems compared to the national average and this has potentially serious implications for their health later in life.
- Alcohol and drug misuse continues to be higher than the national levels and targeted approaches through the work of the Alcohol and Drug Partnership will continue to be important.
- It is anticipated that as the population ages, growing numbers of Inverclyde residents will be at risk of developing dementia.
- Based on current trends, an ageing population will result in a continued increase in the number of hospital admissions as well as increased demand for home care services.
- Feelings of influence and a sense of control are not particularly high in any Inverclyde locality. Residents of Port Glasgow in particular, have notably lower levels of satisfaction. As mentioned previously, asset based approaches will help to ensure that people living in poverty and deprivation have their voices heard.

The Environment

- Satisfaction levels with natural / open space are high overall however there is less usage of natural space in our most deprived communities who have a lower frequency of visits but who stand to benefit the most.
- Levels of cultural engagement in Inverclyde have remained relatively unchanged between 2012-2015 and are marginally lower than the Scottish average.
- Despite a fall in recorded crime, a significant proportion of the population have the perception that crime has increased.
- Fire call outs in Inverclyde are the highest in Scotland and deliberate fire raising is a particular issue locally

Governance

The governance structure for the delivery of this OIP is set out in the diagram below:



Role of Inverclyde Alliance Board in relation to the Outcomes Improvement Plan

The role of Inverclyde Alliance Board in relation to the OIP is to lead the development and delivery of the strategic outcomes highlighted in the Outcomes Improvement Plan and to embed these into partners planning and business processes. The Alliance Board has a scrutiny role in the performance management of the OIP, with quarterly reports submitted to Board meetings.

OIP Programme Board

The main function of the Programme Board is to oversee the delivery of the outcomes and ensure effective co-ordination of programmes/projects and key information, as well as looking at the cross cutting issues arising across the Partnership Action Groups.

In addition to the Lead Officers (see below) of the Partnership Action Groups, the Programme Board also has representation from other organisations not represented by the lead officers – representation can be co-opted from organisations as the need arises.

The Programme Board where possible refer issues on to existing mechanisms for delivery e.g. Community Safety Partnership, Alcohol and Drug Partnership, or to set up short life 'task and finish' working groups on particular issues. They are also able to draw in other organisations/ partnerships or initiatives as the need arises e.g. in regard to tourism, culture etc.

Partnership Action Group Lead Officers

The Lead Officers facilitate and co-ordinate the development of Partnership Action Plans, with actions identified which each partner can take away and embed within their business plans as well as pieces of joint work.

Each lead officer is also responsible for liaising with their organisation to inform and assist in the delivery of the OIP. Given the cross cutting nature of the outcomes this will promote joint working across the outcomes, particularly where there are impacts across more than one outcome from one action.

Partnership Action Groups

The Partnership Action Groups (PAGs) have representation from across the various organisations involved in Community Planning in Inverclyde. People can be co-opted onto groups for particular issues, keeping membership tight and relevant to those involved. The whole process needs to be as dynamic as possible, focussing on actions and delivery and allows for changes and amendments to membership.

Partnership Action Groups, in the first instance are tasked with:

- ensuring that partners review the actions set out in their business plans and identify which contribute to each of the local outcomes/priorities
- developing partnership action plans setting out actions which will be delivered on a partnership basis to fill any gaps in service delivery, or which will better co-ordinate existing work taking place in regard to their local outcome/priority, reviewed on an annual basis
- identifying opportunities for projects which could take place across more than one priority area
- managing and co-ordinating delivery
- monitoring and reporting on performance to Programme Board and Scottish Government via Annual Performance Report.

Each Partnership Action Group has a Terms of Reference which sets out the purpose, structure, responsibilities and shared aim of the group.

Community Engagement informs the whole process and feedback from representatives of the communities of Inverclyde, and voluntary organisations delivering services in the area, is fed into the Programme Board and partnership action groups to be taken account of in the development and delivery of plans. The Community Engagement Network co-ordinates community engagement across Inverclyde and feeds this into the Alliance and Programme Boards.

The Alliance Board has ultimate responsibility for driving forward the renewal of Inverclyde through this OIP. Partners will be encouraged to reflect the area's strategic outcomes and priorities in their respective business/service planning processes. This will enable partners either working together or alone to structure their services and change programmes around a limited number of strategic outcomes.

Resources

All partners of Inverclyde Alliance will contribute resources to the delivery of the Outcomes Improvement Plan. This will include human resources, knowledge and expertise, time and any other assets as appropriate.

The Inverclyde Outcomes Improvement Plan is a high level strategic document and that makes it difficult to specify the financial resources that will be required to deliver the plan. This level of detail will be contained within Locality Plans that will set out the targeted action that will be delivered in the localities of Port Glasgow, Greenock East and Central and Greenock South and South West.

Inverclyde Alliance has an Improvement Plan that sets out a number of improvement actions that have been identified through ongoing, robust self-evaluation. Joint resourcing and planning is an area that has been identified in the Improvement Plan and the Alliance are working on developing a process to identify how partners are shifting planning and resources to early intervention and measuring success on reducing demand, costs and released savings. Resources will be linked to the delivery plans that will sit underneath the Outcome Improvement Plan and the three locality plans and this will provide evidence of how joint resourcing and planning is delivering outcomes.

Priority Action 1: Population

Priority Action 1: Population

Inverclyde's population will be stable and sustainable with an appropriate balance of socio - economic groups that is conducive to local economic prosperity and longer term population growth.

How are we doing?

Total Population of Inverclyde

78,760

This is a decrease of 0.5% from the previous year (2016)

Civilian-in-Migration

1518

A small reduction of in-migration compared to 1530 in the previous year (2016/17). The first time since 2013/14 that in- migration exceeds out-migration

Civilian-Out-Migration

1508

A reduction in out migration compared to 1586 in the previous year (2016/17)

Satisfaction with Inverclyde as a place to live

74%

A decrease of 1% from the previous Citizens' Panel Survey in 2016.

Satisfaction with neighbourhoods as a place to live

86%

An increase of 5% from the previous Citizens' Panel Survey in 2016.

Average gross weekly wage

£549.60

This is an increase on the previous year and above the Scottish average of £547.40.

Total Cruise Ship arrival and passengers

**61 ships and
126,232 passengers**

An increase in both from the previous year.

Percentage of Business Gateway start-ups per 10,000 population

12.8

Below the Scottish average of 16.6 and a reduction from the previous year rate of 19.2 (2016/17)

What approaches are we deploying?

In 2018 The **Population Partnership** commissioned a study that supports the development of a repopulation strategy for Inverclyde. This study highlights a wide range of indicators such as population, economic activity, skills profile and other local information and assesses the cause and scale of the demographic challenge, recent economic trends, the area's assets and its connectivity. By Spring 2019 a final report will be published which will help the Population Partnership focus on creating a forum to promote Inverclyde as a key to repopulation, to create and build relationships with housebuilders with a focus on private housing, and understanding how people connect across and out with Inverclyde in terms of transport.

The Population Partnership has identified opportunities for population through the Eastern Gateway Strategic Regeneration Forum, which will guide the regeneration of the key Glasgow Road corridor sites of Clune Park and Kelburn, together with the adjacent Woodhall site.

As part of the Glasgow City Region City Deal Inverclyde Council is investing in three projects;

Ocean Terminal

An augmented Outline Business Case for Ocean Terminal was approved by the Glasgow City Deal Cabinet. This augmented Outline Business Case confirms the preferred solution for the Ocean Terminal building which includes an art gallery dedicated to George Wyllie and a restaurant. These elements of the building have been made possible through a donation from the Dunard Fund. In parallel with the augmented Outline Business Case, a final business case was approved for the implementation of the floating pontoon. All consents are now in place for the pontoon and Peel have awarded the construction contract. Peel are making provision for temporary passenger accommodation during the transition phase between the opening of the new pontoon and completion of the terminal.

Former Power Station, Inverkip

Following extensive negotiations around the preferred junction improvements on the A78 between Scottish Government, Scottish Power (as owners of the site) and the Council, agreement has been reached and Scottish Power is now progressing detailed designs. These designs will be taken through contract preparation and tender following which a Final Business Case will be submitted by the Council to the City Deal Project Management Office.

Inchgreen Dry Dock

Following engagement with Peel Ports and three other parties in respect of development at Inchgreen, a strategic business case was submitted and approved earlier this year. The proposals on site involve construction of vessels, marine engineering, fish processing and a fisheries training facility. Over 300 jobs are anticipated through these operations. Subject to negotiations with the interested parties, an Outline Business Case will be submitted later this year which will facilitate land accumulation and progression to Final Business Case.

Inverclyde is currently benefitting from significant investment in new affordable housing which will address the housing priorities in our area. During 2018 three sites offering 109 new units for social rent were completed in Bay Street (Port Glasgow) and Garvald Street (Greenock) and the former St. Gabriel School site (Greenock). Preparatory works have begun in several other projects to enable them to either start in 18/19 or shortly thereafter.

What will be different for communities in 10 years?

Although this Plan covers the period 2017/22, the Partnership appreciates that due to the complexity of tackling these issues, improvements in outcomes for residents will not be fully evident until the longer term. The outcomes that we expect to have achieved in 10 years include:

- Inverclyde will be a more attractive place to live and work with excellent education provision, leisure facilities, transport links, good quality housing and employment opportunities.
- A greater variety of opportunities that meet the needs and aspirations of our young people will be available so that they are encouraged to stay in the area after leaving school.
- Inverclyde's local economy will have grown and be characterised by a diverse business base as a result of an increase in the number of local entrepreneurs and inward investment.
- Communities in Inverclyde will have an enhanced sense of pride, identity and influence, resulting in improved quality of life and satisfaction with living in the area.
- Inverclyde will have a stable population with a good balance of socio-economic groups.

Commentary

Performance Indicators have identified that in 2017-18 there was a greater number of people coming into Inverclyde than leaving though overall the population did reduce. During 2018 the Population Partnership identified a need for a strategic approach to population in Inverclyde and have commissioned a study to identify opportunities to encourage people coming into Inverclyde as well as encouraging our young people to stay in Inverclyde after leaving school. Although in the inequalities section, transport is a key issue in Inverclyde and the Population Partnership are keen to look at how people in Inverclyde connect to other communities either for work or leisure purpose within and outwith Inverclyde.

Through the Inverclyde Citizens' Panel satisfaction with Inverclyde and neighbourhoods remains high amongst respondents and there is an opportunity to maintain this satisfaction through locality planning. It is anticipated that as engagement continues there are opportunities to work with communities in better understanding their needs and issues.

Priority Action 2: Inequalities

Priority 2: Inequalities

There will be low levels of poverty and deprivation and the gap between the richest and poorest members of our communities will be reduced.

How are we doing?

Percentage of the population with no qualification

12.2%

A reduction from the previous years figures in 2016 and the lowest ever percentage since recording began in 2004

Number of Children provided with a free meal during school holidays

1518

Free meals provided during spring/summer/autumn 2018 holidays. An increase from 2016 and 2017

Increase in Life Expectancy Rates for males and an increase in Life Expectancy for females in least deprived areas

Male Least Deprived/Most Deprived and Female Least deprived all increase from previous results in 2011/15, reduction from 77 years to 76.8 years for Female most deprived

Education Stat Awaiting

Percentage of young people 16-24 who are unemployed

5.7%

This is an increase from 4.3% in the previous year.

Percentage of households estimated to be in fuel poverty

38%

A year on year reduction from the previous two periods (2012/14 & 2013/15) but above the Scottish average of 31%.

What approaches are we deploying?

In October 2018 an 'Inverclyde Every Child, Every Chance' poverty event was held attracting 103 delegates from Inverclyde Council, Inverclyde HSCP and third sector organisations. There was a focus on good practice work existing in Inverclyde with themes around corporate parenting, child refugee resettlement, health visiting (Universal pathway), holiday hunger, supporting families, the Attainment Challenge and Kinship. An afternoon session focused on the legal requirements for Local Authorities and NHS Health Boards to produce a Local Child Poverty Action Report which requires to be submitted to the Scottish Government in June 2019.

The **Inverclyde Child Poverty Action Group** established in 2018 seeks to be a champion of child poverty and will oversee the actions, development and implementation of the Inverclyde as well as to oversee funding to mitigate child poverty in Inverclyde. The Group have identified a number of pledges in order to mitigate child poverty in Inverclyde. Such pledges include an uptake in those who may be eligible for free school meals/schools clothing grants. 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. There is also ongoing work 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.

In September 2018 the Inverclyde Council Education & Communities Committee supported a commitment to roll out the provision of free sanitary products across its Primary and Secondary Schools and to provide evening, weekend and holiday provision in Libraries, Youth Zones and Community Centre's throughout Inverclyde. Following additional funding this has now been extended to increase the number and range of places where sanitary products are available for those who need them.

Families within Inverclyde are benefiting from school holiday clubs which offer family play and fun with a light lunch. During the Spring, Summer and October holidays families were able to enjoy a range of activities including reading, arts and crafts and outdoor games and family cooking. Children were also encouraged to take part in the Inverclyde libraries Summer reading challenge. 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 School.

The Scottish Attainment Challenge focuses on improvement activity in literacy, numeracy and health and wellbeing to support and complement the broader range of initiatives and programmes to ensure that all of Scotland's children and young people reach their full potential. In Inverclyde 28 schools are supported by this funding and a report in 2018 highlighted some of the achievements across Inverclyde. There have been improvements across the authority in the quality of learning and teaching, matched by improvements in the progress of learners, especially at 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.

The **Inverclyde Regeneration and Employability Partnership** is the lead partnership in Inverclyde for the coordination of regeneration and employability actions. In June 2018 the group met and identified through national statistics approximately 6,600 workless households in Inverclyde. The partnership has prioritised a need to engage with the workless households to ascertain what their aspirations are, what support they require and the barriers to employment.

In October 2018 a report from the Joseph Rowntree Foundation highlighted that transport can be a major barrier to finding work and looked at six areas across the United Kingdom including Port Glasgow. The report contains in-depth studies of travel times to jobs in the wider area as well as quotes from interviewees from Port Glasgow. During 2019 the Inverclyde Regeneration and Employability Partnership will look at tackling transport-related barriers to employment in low-income neighbourhoods as part of their action plan.

What will be different for communities in 10 years?

Although this Plan covers the period 2017/22, the Partnership appreciates that due to the complexity of tackling these issues, improvements in outcomes for residents will not be fully evident until the longer term. The outcomes that we expect to have achieved in 10 years include:

- There will be an increase in employment rates with more well-paid, permanent jobs available.
- There will be a reduction in the number of Inverclyde residents experiencing problems with debt.
- The number of Inverclyde residents living in fuel poverty will be reduced.
- There will be a reduction in the number of children living in poverty.
- There will be a reduction in the attainment gap with an increase in the attainment of pupils living in the 20% most deprived areas in Inverclyde.
- The life expectancy of males and females living in the 20% most deprived areas in Inverclyde will increase.
- A reduction in social isolation and loneliness amongst older people will result in improved physical and mental health.

Commentary

There has been a significant focus in 2018 to mitigate child poverty in Inverclyde. The Child Poverty Action Group have identified a number of actions around issues such as holiday hunger, an increase in the uptake of School Clothing Grants/Free Schools meals and in 2019 will have supported the work of a Local Child Poverty Action Report which is to be submitted to the Scottish Government. Through the work of the Scottish Attainment Challenge there has been a significant drive to help reduce the attainment gap with improvements across the authority noted. The work of the Inverclyde Regeneration and Employability Partnership seeks to reduce the number of workless households across Inverclyde and have identified several key groups who make up these households. During 2019 there will be a focus on identifying opportunities to engage with key groups. Finally the performance measure around life expectancy highlights an increase in those in the least deprived areas as well as those males in the most deprived, whilst there has been a small reduction in the female least deprived life expectancy. Due to the recording nature of this performance measure there is no indication of the exact reasons in these changes.

Priority Action 3: Environment, Culture and Heritage

Priority 3: Environment, Culture and Heritage

Inverclyde's environment, culture and heritage will be protected and enhanced to create a better place for all Inverclyde residents and an attractive place in which to live, work and visit.

How are we doing?

Percentage of people cycling

24.2%

This is a reduction from 25.9% in the previous years data in February 2017

Deliberate Secondary Fires

340

A reduction from 557 in the previous year (2016/17)

Total Amount of Derelict Land

155.27ha

A reduction from 155.96ha from the previous years data in 2016/17

Cultural Engagements

87%

Cultural engagements by adults in the previous year. This is down from 91% in the 2016/17 year.

Percentage of adults within 5 minute walking distance to nearest useable greenspace.

58%

A reduction from 68% from the previous years data in 2016.

What approaches are we deploying?

In 2018 the Environment Partnership created a delivery plan under three broad drivers; connectivity, healthier lifestyles and land use and management. In respect of connectivity, it is currently difficult for Inverclyde residents to engage in active travel with gaps in provision and poor infrastructure. Regarding healthier lifestyles, the majority of residents living and working in Inverclyde are not physically active enough to benefit their health. Finally around land use and management, Inverclyde has a high percentage of derelict land and we want to improve the built environment so that all communities can enjoy both a quality local environment and a healthy and active lifestyle.

In 2018 Inverclyde Council approved an 'Active Travel in Inverclyde' Strategy which sets a vision of making active travel a realistic, convenient choice for making every day journeys in Inverclyde and identifies four objectives; (1) increase the number of walking trips for commuting/leisure purposes, (2) promote the benefits and opportunities for active travel, (3) deliver a better quality walking and cycling environment, and (4) lead and promote partnership working. The report noted potential improvement actions around developing existing active travel corridors in Inverclyde.

Linked to the Active Travel Strategy is the Smarter Choices, Smarter Places programme that supports behaviour change initiatives focused on promoting active travel for short local journeys in towns, cities and villages. The grant award in 2018/19 of £87,690 was used for a number of actions including the extension of activities including The Bike Bothy. The bothy opened in Gourock Train Station on the 5 May 2018, and a part time project worker started in June. The Bothy is the first of its kind in Scotland, bringing expertise and knowledge of local walking and cycling community organisations together to create one cohesive project, with the aim of encouraging more people to walk and cycle for more of their everyday journeys. The Bothy will provide cycling and walking advice to local residents and visitors and enable an ongoing programme of activities, including led bike rides and walks, adult cycle confidence sessions for beginners, local history walks, bike maintenance sessions, journey planning sessions, skill swapping evenings, inspirational talks and volunteer training.

In 2018 the Environment Partnership identified opportunities for community food growing across Inverclyde through The Inverclyde Local Development Plan which has identified areas of land that communities may wish to use for community food growing. In May 2020 Inverclyde Council will produce its first Community Food Growing Strategy required under the Community Empowerment (Scotland) Act 2015 and will use 2019 to work with community groups and environmental groups to draft this plan.

Launched in November 2017 the Inverclyde Arts and Creativity Strategy is about the promotion, preservation, and development of creativity in Inverclyde. In order to support the delivery of the strategy the Inverclyde Cultural Partnership was established in 2018 and brought together representatives from a wide range of partners. In October 2018 a 3 year delivery plan was approved by the Inverclyde Alliance which will be further developed in 2019.

The Cultural Partnership supported two distinct arts and cultural heritage festivals in 2018, the First World War Commemorations and the Galoshans Festival. In 2019 the Partnership will also support activity around the bicentennial celebrations of the birth of James Watt and will plan activities for the year of Scotland's Coast and Waters in 2020.

In 2018 Inverclyde Council were awarded £200K by Heritage Lottery Fund (HLF) to deliver *Stories Frae the Street* as part of their Great Place Scheme, with Inverclyde being only a handful of successful applicants. Although led by Inverclyde Council the application for the fund and the development of the programme will be supported by the Inverclyde Cultural Partnership. The work will be undertaken or overseen by a Heritage Outreach Worker and also supported by two Young Heritage Apprentices to work with Inverclyde Council's Museum Team to develop curation, exhibition and engagement skills.

What will be different for communities in 10 years?

Although this Plan covers the period 2017/22, the Partnership appreciates that due to the complexity of tackling these issues, improvements in outcomes for residents will not be fully evident until the longer term. The outcomes that we expect to have achieved in 10 years include:

- Public transport will be more accessible and it will be easier to get around Inverclyde.
- The amount of derelict land will be reduced and the land used for alternative uses that will benefit local communities.
- Adults and children living in Inverclyde will be more physically active.
- All Inverclyde residents will have pride in Inverclyde and a sense of identity and belonging to the area.
- There will be increased attendance at cultural events and places of culture.
- Those living in our most deprived communities will enjoy greater access to green space.
- The local Green Network will be improved, offering better opportunities for communities and creating enhanced habitat connections.

Commentary

The work of the Environment Partnership has identified a number of actions during 2018. The creation of the Active Travel Strategy allows the Partnership to consider how active travel happens across Inverclyde and the opportunity to improve how residents connect across Inverclyde. In regards to community food growth there is a requirement by 2020 for Inverclyde Council to produce a food growing strategy but already there are a number of community groups in Inverclyde promoting community food growth and the Council have identified areas where community food growth could happen. The performance indicator around vacant and derelict land indicates a small reduction in Inverclyde and with ongoing housebuilding and promoting community food growth there is the opportunity to reduce the amount of derelict land across Inverclyde. The creation of an Inverclyde Arts and Creativity Strategy has allowed the Inverclyde Cultural Partnership to create a 3 year delivery plan to promote arts and cultural heritage events across Inverclyde. The celebration around the bicentennial celebrations of James Watt and the proposed activities around the year of Scotland's Coast and Waters should impact positively on attendance at cultural events and places of culture in Inverclyde. Finally, the performance indicator around secondary fire raising has shown a significant reduction to the previous year. During 2018 the Community Safety Partnership produced a large scale youth gatherings plan which focused attention in areas across Inverclyde, analysis highlighted a reduction in the number of reported activity in areas as well as a reduction in secondary fires.

Locality Planning

Inverclyde Community Planning Partnership is required by the Community Empowerment (Scotland) Act 2015 to produce Locality Plans for the areas of Inverclyde experiencing the greatest inequalities. Inverclyde has committed to developing these plan 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. Below is a list of place based activity during 2018:

Port Glasgow

Residents from Port Glasgow in recovery or living with Dementia wanted to have a resource within their area. Working with Your Voice a recovery café movement was developed in Port Glasgow and supported by members of the Recovery Café based in Greenock. Support from the Salvation Army and Faith & Through Care has allowed the opening of a recovery café available for people living in Port Glasgow. Similarly, people living with dementia in Port Glasgow did not feel supported in their local community. Working in partnership with people and organisations across Port Glasgow it is hoped that more people and businesses in the area will be dementia friendly and people living in Port Glasgow will develop a dementia friendly model for Port Glasgow.

Greenock East & Central

Your Voice working in partnership with CVS Inverclyde organised and facilitated a series of Engagement events/ Groups and Outreach sessions with Greenock East and Central from December 2017 until March 2018. A range of methods were utilised with the aim to promote, engage and raise awareness of the Aspiring Communities project with the general public and with potential stakeholders and partners of the project. In all, 757 individuals through 65 groups and outreach events took place and involved 78 stakeholder organisations/businesses were involved in the event.

The final report concluded '...it is apparent there are many activities, projects, and groups currently taking place with Greenock East and Central that people can participate in and/or access. This includes a range of social, activity based, condition specific peer support groups that have their meetings within this locale...other activities that people identified which relate to a person's quality of life and wellbeing and focus on opportunities to make social connections were varied.

Greenock South & South West

Activ8ourplace is a project funded by the Aspiring Communities Fund for the European Social Fund and the Scottish Government. The project focuses on community engagement and activity in the South and South West of Greenock comprising 8 neighbourhoods. The overall aim of the project is to encourage and support people to identify what would make a real difference in their communities and ways in which they can play an active part in making this happening.

In October 2018 Activ8ourplace started an engagement exercise called #Mad#Sad#Glad and asks the neighbourhoods making up the Greenock South and South West to consider all the things in their neighbourhood that makes them either mad, sad or glad.

In December 2018 Branchton Community Centre hosted a 'What do we know' conversation as a follow on from the 'Our Place Our Future' engagement in 2017. The conversation allowed community members, community based organisations and representative organisations to discuss solutions to the issues raised in the 'Our Place Our Future' engagement. Further conversations in the locality are planned during 2019.

'Our Community, Our Future' is a Participatory Budgeting fund managed by Oak Tree Housing Association and CVS Inverclyde and supported by a £35,000 fund from the Scottish Government. The fund is for individuals, groups, businesses and schools within the areas of Branchton, Bow Farm, Fancy Farm, Grieve Road and Pennyfern to come up with ideas they'd like to see in their community and voting to chose which ideas come to life. The successful ideas will be agreed in March 2019

Appendix 1: Inverclyde Outcomes Improvement Plan

You can view the Inverclyde Outcomes Improvement Plan here:

<https://www.inverclyde.gov.uk/assets/attach/8178/LOIP%20FINAL%20VERSION.pdf>

or alternatively, telephone (01475) 712042 to obtain a copy.

Appendix 2: Inverclyde Strategic Needs Analysis

You can view the Inverclyde Strategic Needs Analysis here:

<https://www.inverclyde.gov.uk/assets/attach/8270/Inverclyde%20Strategic%20Needs%20Assessment%20FINAL%202017.pdf>

or alternatively, telephone (01475) 712042 to obtain a copy.

Appendix 2: Our Place Our Future Summary Information

You can view the summary information from the Inverclyde Our Place Our Future Survey here:

<https://www.inverclyde.gov.uk/assets/attach/8177/Our%20Place%20Our%20Future%20Initial%20Summary%20Information.pdf>

or alternatively, telephone (01475) 712042 to obtain a copy.

All documents can be found together here:

<https://www.inverclyde.gov.uk/council-and-government/community-planning-partnership/inverclyde-outcome-improvement-plan>

Contact Us:

If you would like further information on any aspect of the Inverclyde Alliance Outcomes Improvement Plan, please e-mail: corporate.policy@inverclyde.gov.uk or telephone (01475) 712042.

Performance Measures- Population

Issue	Indicator / Source	2014/15	2015/16	2016/17	2017/18
Population Growth	Total Population of Inverclyde Annual/Mid-year population estimates https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/mid-year-population-estimates	79,890	79,500	79,160	78,760
	Satisfaction with Inverclyde as a place to live. Biennial/Questionnaire/Citizens' Panel	72% (2011)	72% (2014)	75% (2016)	74% (2018)
	Satisfaction with neighbourhoods as a place to live (links to national indicator 28) Biennial/Questionnaire/Citizens' Panel	84% (2011)	85% (2014)	81% (2016)	86% (2018)
	Civilian in-migration Annual/ Components of migration by administrative area: https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/mid-year-population-estimates/mid-2016/list-of-tables	1,376	1,456	1,530	1518
	Civilian out-migration Annual/ Components of migration by administrative area: https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/mid-year-population-estimates/mid-2016/list-of-tables	1,646	1,592	1,586	1508
	% of population that are working age (age 16-64) Annual/Mid-year population estimates	62%	62%	62%	63%


Issue	Indicator / Source	2014/15	2015/16	2016/17	2017/18
Economic Growth	Improve average gross weekly wages (employees living in Inverclyde) to match or exceed Scottish average Annual/excel spreadsheet/ http://www.nomisweb.co.uk/reports/ Source: ONS annual survey of hours and earnings – resident analysis Inverclyde Scotland	2014 £506.80 £518.60	2015 £519.20 £527.00	2016 £535.00 £536.00	2017 £549.60 £547.40
	Improve the overall employment rate in Inverclyde Annual/ Economically active people in employment figure, expressed as a percentage of the working age population (figures shown are from April of the named year) Source: NOMIS Labour Market Profile, Inverclyde https://www.nomisweb.co.uk/reports/lmp/la/1946157422/report.aspx#tabeinaact	69.4%	68.2%	71.5%	70.4%
	Reduce the percentage of young people 16 to 24 who are unemployed ONS Claimant Count by age. % is number of claimants as a proportion of resident population of the same age (figures shown are from April of the named year) https://www.nomisweb.co.uk/reports/lmp/la/1946157422/report.aspx#tabeinaact	2015 3.2%	2016 3.1%	2017 4.3%	2018 5.7%
	Reduce the percentage of people in receipt of main out of work DWP benefits. Department for Work and Pensions benefit claimants – working age Percentage = proportion of resident population of area aged 16 – 64 https://www.nomisweb.co.uk/reports/lmp/la/1946157422/report.aspx#tabeinaact	2014 16.3%	2015 15.6%	2016 14.7%	Discontinued
	Reduce the percentage of working age people with no qualifications Source: ONS Annual Population Survey % are for those aged 16-64 https://www.nomisweb.co.uk/reports/lmp/la/2038432138/report.aspx	2014 12.7%	2015 13.5%	2016 14.2%	2017 12.2%
	Increase the number of business gateway start-ups per 10,000 population (LGBF) Inverclyde Scotland	2013/14 20.8 19.0	2014/15 18.9 18.9	2015/16 19.2 16.9	2016/17 12.8 16.6
	Increase the % survival rate of newly born enterprises after 1 year	2012 92.1%	2013 93.3%	2014 93%	
Tourism	Increase the number of cruise ships and passengers visiting Greenock Ocean Terminal.	2015 Ships: 56	2016 Ships: 59	2017 Ships: 58	2018 Ships: 61

	Source: Peel Ports Clydeport	Passengers: 108,866	Passengers: 101,550	Passengers: 103,789	Passengers: 126,232
Our Place Our Future Survey	Increase the average score of residents who feel satisfied with housing and the community in Inverclyde	-	-	2017 4.3	
	Increase the average score of residents who feel satisfied with social interaction in Inverclyde	-	-	2017 4.5	
	Increase the average score of residents who feel satisfied that they have a positive identity and belong in Inverclyde	-	-	2017 4.6	

Performance Measures- Inequalities

Issue	Indicator/Source	2014/15	2015/16	2016/17	2017/18
Children and Young People	Reduce the percentage of children that are living in poverty http://www.endchildpoverty.org.uk/	2011 24%	2013 25.6%	2015 27.9%	No update
	Close the educational attainment gap: Average total tariff scores for pupils from SIMD areas compared to the overall average total tariff scores <ul style="list-style-type: none"> • SIMD Quintile 1 • SIMD Quintile 2 • SIMD Quintile 3 • SIMD Quintile 4 • SIMD Quintile 5 • Overall average total tariff Local Government Benchmarking Framework	2013/14 557 677 903 1,105 1,211 770.8	2014/15 624 813 920 1,080 1,232 844	2015/16 682 839 923 1,140 1,348 889	2016/17 675 925 1,106 1,215 1,231 924
	Reduce the attainment gap between the highest and lowest achieving 20% as measured by tariff scores <div style="text-align: right;"> Lowest 20% Highest 20% </div>	2014 216 1,679	2015 219 1,787	2016 223 1,798	
	Increase the percentage of our Looked After Children who achieved SVQ level 3 or better in English and Maths by the end of S4	76.9%	79.1%		
	Increase the percentage of Looked After Children who achieved at least one qualification at SVQ level 3 or better in current diet for examinations	91%	93%		
	Reduce exclusion rates per 1,000 school pupils for: I. All Children II. Children who are Looked After and Accommodated Source: Education Services	Primary 2.4 Secondary 39.1 Primary 60.6 Secondary	Primary 1.3 Secondary 19.1 Primary 34.9		

Issue	Indicator/Source	2014/15	2015/16	2016/17	2017/18
		232.3	Secondary 247.2		
	Destinations for young people: Annual Participation Measure for 16-19 year olds Inverclyde Council/Skills Development Scotland	available from 2016	2016 91.2%	2017 91.9%	2018 91.6%
	Increase the % participation rate of young people from SIMD 1 and 2				
	Increase provision of meals provided during school holidays to children who are entitled to free school meals Total Venues Total Families Total Children Inverclyde Council. Statistics provided are for venue, total families and total children. Statistics are cumulative for Spring/Summer/Autumn per year		2016 3 383 709	2017 10 575 1003	2018 10 901 1585
	Reduce the percentage of young people 16 to 24 who are unemployed ONS Claimant Count by age. % is number of claimants as a proportion of resident population of the same age (figures shown are from April of the named year) https://www.nomisweb.co.uk/reports/lmp/la/1946157422/report.aspx#tabeina ct	2015 3.2%	2016 3.1%	2017 4.3%	
	Young People with more than one referral to the Early and Effective Intervention co-ordinator	42	57	10	
Economy	Reduce the percentage of the population with no qualifications <i>NOMIS</i> https://www.nomisweb.co.uk/reports/lmp/la/1946157422/report.aspx#tabqual Inverclyde Scotland	2014 12.7% 9.4%	2015 13.5% 9%	2016 14.2% 9.9%	2017 12.2% 8.7%
	Reduce the percentage of Inverclyde's datazones that fall into the 15% most deprived in Scotland (national share) <i>Scottish Government</i> http://www.gov.scot/Topics/Statistics/SIMD/analysis/councils	2009 4.3%	2012 4.5%	2016* 4%	
	Percentage the percentage of Inverclyde datazones that are in the 15% most income deprived in Scotland (national share) <i>Scottish Government</i> http://www.gov.scot/Topics/Statistics/SIMD/analysis/councils	2009 4.1%	2012 4%	2016* 3.7%	
Economy	Reduce the percentage of Inverclyde datazones that are in the 15% most employment deprived in Scotland (national share) <i>Scottish Government</i>	2009 4.3%	2012 4.3%	2016* 3.7%	

Issue	Indicator/Source	2014/15	2015/16	2016/17	2017/18
	http://www.gov.scot/Topics/Statistics/SIMD/analysis/councils				
	<p>Reduce the percentage of people in receipt of main out of work DWP benefits. Department for Work and Pensions benefit claimants – working age Percentage = proportion of resident population of area aged 16 – 64 https://www.nomisweb.co.uk/reports/lmp/la/1946157422/report.aspx#tabeina ct</p>	<p>2014 16.3%</p>	<p>2015 15.6%</p>	<p>2016 14.7%</p>	<p>2017 Discontinued</p>
	<p>Living Wage: increase the number of employers paying the Living Wage  Scottish Living Wage Accreditation</p>	-	-	<p>2017 13 (September 2017)</p>	<p>2018 14 (December 2018)</p>
	<p>Increase the gross weekly pay for full time employees living in the area Inverclyde Scotland</p>	<p>2014 £506.80 £519.60</p>	<p>2015 £519.20 £527.00</p>	<p>2016 £535.00 £536.00</p>	<p>2017 £549.60 £547.40</p>
	<p>Reduce the percentage of workless households in Inverclyde NOMIS https://www.nomisweb.co.uk/reports/lmp/la/1946157422/report.aspx</p>	<p>2014 22.1%</p>	<p>2015 26.6%</p>	<p>2016 25.1%</p>	<p>2017 22.0%</p>
	Increase the percentage of residents with internet access at home				
Health	<p>Life expectancy at birth (males and females) in most deprived (MD) and least deprived (LD) areas National Records of Scotland, Life Expectancy in Scottish Council areas split by deprivation (2011/15) https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/life-expectancy/life-expectancy-in-scottish-areas/life-expectancy-in-scottish-council-areas-split-by-deprivation/2011-15</p>	<p>2008/12 Male LD 74.7 years Male MD 68.6 years Female LD 80.2 years Female MD 76 years</p>	<p>2009/13 Male LD 75 years Male MD 68 years Female LD 80.8 years Female MD 76.6 years</p>	<p>2011/15 Male LD 76.3 years Male MD 68.5 years Female LD 80.9 years Female MD 77 years</p>	<p>2013/17 Male LD 82.8 years Male MD 69.5 years Female LD 87.0 years Female MD 76.8 years</p>
	<p>Reduce the rate of emergency admissions to hospital (per 100,000 people) (https://www.isdscotland.org/Health-Topics/Quality-Measurement-Framework/Emergency-Admissions/) Inverclyde Scotland</p>	<p>2012/13 11,284 10,280</p>	<p>2013/14 12,807 10,537</p>	<p>2014/15 13,258 10,648</p>	<p>2015/16 13,178 10,572</p>
	<p>Reduce the estimated prevalence of drug misuse ISD Inverclyde</p>	<p>2009/10 2.61%</p>	<p>2012/13 3.2%</p>	2015/16 figs currently being	

Issue	Indicator/Source	2014/15	2015/16	2016/17	2017/18
	<p style="text-align: right;">Scotland</p> <p>http://www.isdscotland.org/Health-Topics/Drugs-and-Alcohol-Misuse/Drugs-Misuse/Prevalence-of-Problem-Drug-Use/</p>	1.71%	1.68%	produced for March 2019	
	<p>Reduce the alcohol mortality rate in Inverclyde (per 100,000 people)</p> <p style="text-align: right;">Inverclyde</p> <p style="text-align: right;">Scotland</p> <p>Rounded figures from the Inverclyde Alcohol profile 2018. See change in terminology from 2017 now known as alcohol specific deaths</p>	<p>2014</p> <p>33 22</p>	<p>2015</p> <p>38 22</p>	<p>2016</p> <p>37 24</p>	<p>2017</p> <p>32 23</p>
Housing	<p>Reduce the percentage of all dwellings in Inverclyde that fail to meet the Scottish Housing Quality Standard</p> <p>http://www.gov.scot/Topics/Statistics/SHCS/keyanalyses/LAtables2015</p>	-	2012/14 54%	2013/2015 56%	2014/16 48%
	<p>% of dwellings in Inverclyde with an energy efficiency rating of F or G</p> <p style="text-align: right;">Inverclyde</p> <p style="text-align: right;">Scotland</p> <p>http://www.gov.scot/Topics/Statistics/SHCS/keyanalyses/LAtables2015</p>	2011/13	2012/14 2% 4%	2013/15 2% 3%	2014/16 2% 5%
	<p>Reduce the percentage of households estimated to be in fuel poverty in Inverclyde</p> <p style="text-align: right;">Inverclyde</p> <p style="text-align: right;">Scotland</p> <p>http://www.gov.scot/Topics/Statistics/SHCS/keyanalyses/LAtables2015</p>	2011/13 38% 36%	2012/14 43% 35%	2013/15 41% 34%	2014/16 38% 31%
Our Place Our Future Survey	<p>Increase the average score of residents who feel satisfied that they have a sense of influence and control in Inverclyde</p>	-	-	2017 4.1	
	<p>Increase the average score of residents who feel satisfied with work and the local economy in Inverclyde</p>	-	-	2017 4.0	

Performance Measures- Environment Culture & Heritage

Issue	Indicator/Source	2014/15	2015/16	2016/17	2017/18
Neighbourhood Perception	Community safety and neighbourhood perception: % of respondents either satisfied or very satisfied with their neighbourhood as a place to live Inverclyde Council's Citizens' Panel	2014 85%	2015 measured every 2 years	2016 81%	2018 86%
	Increase in the % of people who feel safe: % of people who noticed a reduction in anti-social behaviour in the past 12 months Inverclyde Council's Citizens' Panel	2011 10%	2014 13%	2016 33%	2018 10%
	Customer feedback and influence: % residents satisfied that they can influence decisions affecting the local area Inverclyde Council's Citizens' Panel	2012 38%	2014 47%	2016 37%	No update
Physical Activity	Increase in the % of people cycling: % of Inverclyde households with access to one or more bikes for private use Annual Cycling Monitoring Reports	March 2015 28.3%	February 2016 28.9%	February 2017 25.9% (bottom 5 in Scotland)	February 2018 24.2%
	Reduce the number of inactive people in Inverclyde: % of Inverclyde residents participating in sport/similar activity at least every two weeks Inverclyde Council's Citizens' Panel	2012 57%	2014 51%	2016 60%	
Built Environment	Reduce the amount of local vacant and derelict land and buildings: <ul style="list-style-type: none"> • Vacant land • Vacant land and buildings • Derelict land • Total Inverclyde Council	92.57 ha 43.11 ha 27.87 ha 163.55 ha	76.81 ha 1.58 ha 81.77 ha 160.16 ha	74.73 ha 0.45 ha 80.78 ha 155.96 ha	72.04 ha 0.55ha 82.66ha 155.27ha
	CO₂ emissions within the scope of influence of the local authority, per capita www.gov.uk	2013	2014	2015	2016

Issue	Indicator/Source	2014/15	2015/16	2016/17	2017/18
		5.4 CO ₂ tonnes	4.7 CO ₂ tonnes	4.5 CO ₂ tonnes	4.2 CO ₂ tonnes
	<p>Reduce instances of deliberate fires and the resultant environmental damage from smoke and fire gases:</p> <ul style="list-style-type: none"> Number of deliberate primary fires Number of deliberate secondary fires <p>Scottish Fire & Rescue Service (Annual Performance Review) https://www.firescotland.gov.uk/about-us/publications-and-reports.aspx</p>	69 375	62 393	53 557	66 340
	<p>% of household waste composted and recycled</p> <p>LGBF</p>	56%	54.4%	53.3%	No update
	<p>Cleanliness score: street cleanliness - the cleanliness index achieved following inspection of a sample of streets and other relevant land</p> <p>Inverclyde Performs</p>	93.7%	94.4%	94.3%	No update
Outdoor space	<p>Green space – walking distance to the nearest green space by 20% most deprived SIMD area:</p> <ul style="list-style-type: none"> In 5 minutes 6-10 minutes 11 minute walk or more Don't know <p>Annual Scottish Household Survey http://www.gov.scot/Topics/Statistics/16002/LAtables2015/Inverclyde</p>	2014 49% 23% 26% 2%	2015 60% 26% 11% 3%	2017 49% 22% 25% 3%	2018 No update
	<p>Outdoor visits - frequency of visits made to the outdoors by residents from 20% most deprived SIMD areas:</p> <ul style="list-style-type: none"> Once or more times a week At least once a month At least once a year Not at all <p>Annual Scottish Household Survey 2015 http://www.gov.scot/Topics/Statistics/16002/LAtables2015/Inverclyde</p>	2014 47% 13% 15% 25%	2015 56% 13% 14% 16%	2017 57% 9% 16% 18%	2018 No update
	<p>Satisfaction levels with nearest green space in Inverclyde: % residents that are satisfied / fairly satisfied</p> <p>http://www.gov.scot/Topics/Statistics/16002/LAtables2015/Inverclyde</p>	2014 65%	2015 70%	2017 68%	2018 No update

Issue	Indicator/Source	2014/15	2015/16	2016/17	2017/18
	Satisfaction levels with nearest greenspace in Inverclyde: % of residents in most deprived 20% that are satisfied / very satisfied http://www.gov.scot/Topics/Statistics/16002/LAtables2015/Inverclyde	2014 58%	2015 64%	2017 63%	2018 No update
	Scottish Government National Indicator Percentage of adults who live within a 5 minute walk to nearest useable greenspace <ul style="list-style-type: none"> The degree to which greenspaces are connected to each other as well as greenspaces. 	2015 60%	2016 68%	2017 58%	2018 No update
Biodiversity	The number of planning applications that sought consultations for biodiversity issues.	Awaiting Data	Awaiting Data	Awaiting Data	
Culture	Cultural engagement by adults in the last 12 months Annual Scottish Household Survey http://www.gov.scot/Topics/Statistics/16002/LAtables2015/Inverclyde	2014 90%	2015 90%	2016 91	2017 87
Community Safety	Reported crimes in Inverclyde Police Scotland Annual Returns	2014/15 9,264	2015/16 7,985	2016/17 7,758	2017/18 7,063
	Number of deliberate secondary fires (single derelict buildings, grassland, intentional straw or stubble burning, outdoor structures, refuse and refuse containers and derelict vehicles) Scottish Fire and Rescue	375	393	557	340
	Increase the provision of allotments and community food growing spaces in the local area	Awaiting data	Awaiting data	Awaiting data	
Our Place Our Future Survey	Increase the average score of residents who feel satisfied with moving around Inverclyde			2017 4.3	
	Increase the average score of residents who feel satisfied with public transport in Inverclyde			2017 4.4	
	Increase the average score of residents who feel satisfied traffic and parking in Inverclyde			2017 3.8	
	Increase the average score of residents who feel satisfied with natural space in Inverclyde			2017 4.8	
	Increase the average score of residents who feel satisfied with streets and spaces in Inverclyde			2017 4.5	
	Increase the average score of residents who feel satisfied with play and recreational opportunities in Inverclyde			2017 4.2	

Issue	Indicator/Source	2014/15	2015/16	2016/17	2017/18
	Increase the average score of residents who feel satisfied with facilities and amenities in Inverclyde			2017 4.5	
	Increase the average score of residents who feel satisfied with feeling safe in Inverclyde			2017 4.6	
	Increase the average score of residents who feel satisfied with care and maintenance of buildings and spaces in Inverclyde			2017 4.0	

Report To:	Policy & Resources Committee	Date:	6 August 2019
Report By:	Chief Financial Officer	Report No:	FIN/65/19/AP/LA
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	2020/23 Budget Update		

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Committee in respect of progress regarding the 2020/23 Budget and to seek approval of the report's recommendations.

2.0 SUMMARY

- 2.1 The Chief Financial Officer has previously advised Members that the Council is facing an estimated funding gap of approximately £19million over the period 2020/23 prior to any increase in Council Tax based on the latest information contained in the Financial Strategy and Scottish Government Medium Term Financial Strategy.
- 2.2 The Corporate Management Team has been developing potential savings options throughout May and June and these proposals continue to be refined and worked upon. In addition, the Members' Budget Working Group has reconvened with a meeting at the end of June and a further meeting on 23 July 2019.
- 2.3 There are a number of savings proposals which currently cut across areas of planned investment in the approved 2019/23 Capital Programme. It is the recommendation of the Corporate Management Team that it would not be appropriate to incur major capital investment on any assets the nature of which could be changed as part of the savings proposals until Members confirm the 2020/23 Revenue Budget. A list of the areas of planned Capital Investment where it is proposed to defer any significant capital spend is included as Appendix 1.
- 2.4 Subject to the outcome of the audit of the 2018/19 Accounts, the Council has approximately £1.4million available in free reserves at 31 March 2019. It is proposed that, in order to assist officers progress areas which could generate future revenue savings, a spend to save earmarked reserve is created and the use of this is delegated to the Corporate Management Team. It is proposed that the size of this earmarked reserve is £0.5million, thus leaving £0.9million of unallocated free reserves the use of which should be considered as part of the overall Revenue Budget.
- 2.5 It is inevitable that in generating a significant volume of savings that there will be areas where there will need to be reductions in the size of teams/services. To inform the consideration of these savings by Elected Members it is proposed that targeted trawls are carried out in certain areas of the Council. A separate report on the agenda from the Head of Organisational Development, Policy & Communications covers this and other aspects of voluntary severance in more detail.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note the actions currently being taken by the Corporate Management Team in respect of identifying savings for future consideration by Elected Members.

- 3.2 It is recommended that the Committee approves to the deferral of any significant capital expenditure on the assets identified in Appendix 1.
- 3.3 It is recommended that the Committee approves the allocation of £0.5million from available free reserves to create a spend to save earmarked reserve and agrees that the use of this reserve be delegated to the Corporate Management Team.
- 3.4 It is recommended that the Committee notes that progress on the 2020/23 Budget will be reported to each cycle of the Policy & Resources Committee.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The Council recently approved the Financial Strategy which indicated that the Council faced a funding gap of approximately £19million over the next 3 financial years based on the mid-range scenario. If 3% Council Tax was agreed for each of the 3 years then this funding gap would reduce to approximately £16million.
- 4.2 In March 2019 the Council agreed that it would progress a 3 year revenue budget covering 2020/23 in tandem with the intention of the Scottish Government to issue 3 year revenue budget figures in December 2019. This intention remains the case albeit is subject to developments at Westminster and, in particular, Brexit.

5.0 CURRENT POSITION

- 5.1 The Corporate Management Team has been developing savings options over May and June at Directorate level. Each Directorate was given a target to develop between £5 to £6million worth of options and an initial review of these options took place by the Corporate Management Team on 26 June. In addition the Chief Financial Officer and the Head of Organisational Development, Policy & Communications examined potential corporate savings which were also considered by the Corporate Management Team.
- 5.2 Whilst work is ongoing to refine the savings proposals, the Committee is advised that the current value of the savings generated is between £18 and £20million and more detail will be reported to Members in due course.
- 5.3 The Members' Budget Working Group reconvened on 27 June with a subsequent meeting on 23 July 2019. The MBWG will continue to meet throughout the development of the 2020/23 Budget and will be integral in the development of budget proposals for the Council to consider.
- 5.4 It is clear that given the volume of savings there will be an impact on the Council workforce with some areas potentially seeing quite significant reductions if savings are approved. To inform this process a paper elsewhere on the agenda advises that it is proposed to have targeted trawls to help inform decision making around the savings and to aid discussions with the Trades Unions via the Joint Budget Group.

6.0 PROPOSALS

- 6.1 There are some areas in the approved 2019/23 Capital Programme which will be impacted by savings proposals in the 2020/23 Budget. It is therefore proposed that no significant capital expenditure is undertaken on these assets pending decisions by Members in respect of the 2020/23 Budget. Appendix 1 identifies the assets identified by the Corporate Management Team where no significant capital expenditure should be incurred meantime.
- 6.2 Subject to the outcome of the audit of the 2018/19 Accounts, the Council has approximately £1.37million available in free reserves at 31 March 2019. It is proposed that in order to assist officers progress areas which could generate future revenue savings that a spend to save earmarked reserve is created and the use of this is delegated to the Corporate Management Team. It is proposed that the size of this earmarked reserve is £0.5million thus leaving £0.87million of unallocated free reserves the use of which should be considered as part of the overall Revenue Budget.

7.0 IMPLICATIONS

7.1 Finance

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

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Earmarked Reserves	Spend to Save Projects	2019/21	500		Funded from Free Reserves

Annually Recurring Costs/ (Savings)

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

7.2 Legal

There are no specific legal implications arising from this report.

7.3 Human Resources

A separate report on the agenda will cover how the potential HR implications arising from the budget will be addressed.

7.4 Equalities

Has an Equality Impact Assessment been carried out?

Yes See attached appendix

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

7.5 Repopulation

There are no repopulation implications arising from the budget at this time.

8.0 CONSULTATIONS

8.1 The proposals within this report have been discussed with Trades Unions via the Joint Budget Group and also considered by the Members' Budget Working Group who support the recommendations.

9.0 LIST OF BACKGROUND PAPERS

9.1 None.

Proposed Deferral of Major Investment

Asset

Depots - Materials Recycling Facility
- Kirn Drive
- Devol Depot

Offices – All Offices outwith GMB, Hector McNeil House and Princes Street House

Community, Leisure & Library Facilities – All except The Waterfront, existing IL projects plus Grieve Road and Inverkip Community Facilities.

Vehicles – Selected areas based on savings being developed.

AP/LA
6/6/19

Report To:	Policy and Resources Committee	Date:	6 August 2019
Report By:	Steven McNab, Head of Organisational Development, Policy and Communications	Report No:	PR/17/19/SMcN/KB
Contact Officer:	Karen Barclay, Corporate Policy Officer	Contact No:	01475 712065
Subject:	Results from the Citizens' Panel Winter 2018/19 Survey		

1.0 PURPOSE

- 1.1 The purpose of this report is to inform the Committee of the headline results from the Citizens' Panel Winter 2018/19 Survey. The Appendix provides more information regarding Section 8 of the report. APPENDIX

2.0 SUMMARY

- 2.1 The survey focused on the following topics:

- domestic abuse
- roads and street lighting
- community justice
- Inverclyde Council's performance.

The response rate to the survey was approximately 64%.

- 2.2 Throughout the report, commentaries on the results are included from the appropriate Council Service.

- 2.3 A number of significant points emerged from the Winter 2018/19 Survey:

- more than two thirds (69%) of respondents said they or someone they know had experienced a form of violence against women;
- the number of Panel members who said they are very or fairly satisfied with the roads network in their neighbourhood doubled between 2012 and 2018/19;
- just over a fifth (21%) of respondents said they are aware of community justice; and
- more than half of carers (55%) feel they receive enough support in their role as a carer.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee:
- a. notes the main findings from the Citizens' Panel Winter 2018/19 Survey; and
 - b. takes account of the results when reviewing service delivery, as appropriate.

Ruth Binks

4.0 BACKGROUND

- 4.1 The Citizens’ Panel was established in 2007 to enable the Council to regularly consult with Inverclyde residents on a wide range of issues and to obtain feedback to improve and develop services to meet the needs of local people. The Panel comprises 1,000 local residents, with membership refreshed annually by one third.
- 4.2 Overall, 637 people, approximately 64% of Panel members, responded to the Winter 2018/19 Survey.
- 4.3 All sample surveys are subject to a degree of random error. Based on the return rate for the Winter 2018/19 questionnaire, the margin of error is +/- 5%. It is important to bear this in mind when considering the results, particularly where comparative information is provided.

5.0 SURVEY TOPICS, FINDINGS AND COMMENTARIES

5.1 Domestic abuse

The first section of the Survey began by advising Panel members that violence against women has long-term and enduring effects on women and their children who experience it. We then explained that the vision of the Inverclyde Violence Against Women Multi-Agency Partnership is to live in an area where all individuals are equally safe and respected, women and girls live free from all forms of violence and abuse and no child or young person has to experience gender-based violence or live with its impact.

- 5.2 The first question asked the Panel what sort of issues come to mind when they hear the term *violence against women*? The top five issues that more than 70% of respondents think of in relation to violence against women were:

	%
Physical abuse, assault or physical attack by a partner or ex-partner	94
Emotional/psychological abuse; being controlled by a partner or ex-partner - threats, being denied access to money, criticised and made to feel bad, activities restricted or isolated from family and friends	83
Rape/sexual assault/sexual abuse by someone known to the victim	82
Rape/sexual assault/sexual abuse by a stranger	79
Sexual harassment, bullying and intimidation in a public or private space, including work	76.

- 5.3 The second question asked Panel members if they or anyone they know had experienced any form of violence against women. More than two thirds (69%) of respondents said they or someone they know had experienced a form of violence against women. The top five types of violence against women that Panel members or someone they know had experienced were:

	%
Emotional/psychological abuse; being controlled by a partner or ex-partner	32
Physical abuse, assault or physical attack by a partner or ex-partner	31
Stalking or harassment	14
Sexual harassment	11
Rape/sexual assault/sexual abuse by someone known to the victim	9.

- 5.4 The type of abuse that respondents or someone they know are least likely to have experienced were:

	%
Rape/sexual assault/sexual abuse by a stranger	4
Revenge pornography	2
Honour-based violence/abuse	2
Commercial sexual exploitation	2.

- 5.5 The final question in this section of the Survey asked the Panel to indicate what local services they are aware of that could provide support to women who are experiencing violence. The top five local services that respondents are aware of are:

	%
Police Scotland	88
Inverclyde Women's Aid	74
GP/Doctor	65
Victim Support	62
Social Work	58.

In contrast, the local services that Panel members are least aware of that could provide support to women who are experiencing violence were:

	%
Community Drugs Team	19
Advocacy Service	14
Housing Provider	11
Special Needs in Pregnancy Service	11
Benefits Agency	8.

Domestic abuse – Service commentary

One in five women in Scotland will experience domestic abuse at some stage in her life. Domestic abuse can affect any woman, regardless of race, class, age, religion, sexuality, ability, income, lifestyle or geographical location.

In 2017/18 (the most recent period for which information is available), Police Scotland recorded 894 domestic abuse incidents in Inverclyde, the equivalent of 114 incidents per 10,000 of population. More than half (54%) of local incidents involved a repeat victim or accused and the majority of incidents (88%) occurred in a home or dwelling.

While the vast majority of Citizens' Panel members (94%) said that they think of physical abuse, assault or physical attack by a partner or ex-partner when they hear the term violence against women, it is perhaps encouraging to note that this is closely followed by emotional/psychological abuse; being controlled by a partner or ex-partner - threats, being denied access to money, criticised and made to feel bad, activities restricted or isolated from family and friends, which 83% of respondents told us is the issue that comes to mind when they hear the term violence against women. This would suggest that the ongoing training delivered locally – which challenges stereotypical views of violence against women being primarily of a physical nature – is making an impact.

It is concerning to note that a significant proportion (76%) of the Panel said that,

when they hear the term violence against women, they think of sexual harassment, bullying and intimidation in a public or private space, including work. This demonstrates the importance of maintaining close links between violence against women and equalities with the aim of ensuring that consideration is given on how this issue can be addressed.

The recent legislative change, namely the introduction of The Domestic Abuse (Scotland) Act 2018 (effective from 1 April 2019), which incorporates coercive controlling behaviour, has received significant media coverage during the last few months. It would appear that the Act's high profile has contributed to public awareness of the complexity of the issue of violence against women.

The fact that almost 70% of Panel members said that they or someone they know had experienced a form of violence against women demonstrates that there is a continued need for the issue to be challenged in the local area, as well as in Scotland as a whole.

Almost 10% of Panel members said that they or someone they know experienced rape/sexual assault/sexual abuse by someone known to the victim while less than half that number (4%) said that they or someone they know had experienced rape/sexual assault/sexual abuse by a stranger. These responses are consistent with Rape Crisis Scotland reports which indicate that the majority of women affected by serious sexual assault knew the perpetrator.

6.0 ROADS AND STREET LIGHTING

6.1 We introduced the second section of the Survey by advising the Panel that, historically, the local area had a high percentage of roads, footways and street lighting which required maintenance treatment. We then went on to say that, in 2012, the Council invested £29 million in a five year improvement programme which included road and pavement resurfacing works, an extensive road patching and pothole repairs programme, street lighting replacement works and improvements to bridges. We also advised that, in the last six years, we treated and upgraded 220 km of roads and pavements which has resulted in a reduction in the number of Inverclyde's roads which require maintenance treatment.

6.2 A question on roads and pavements was last asked of the Citizens' Panel in 2012. Where comparator information is available, it is provided below.

6.3 The first question asked Panel members how satisfied they are with the roads network in their neighbourhood and in Inverclyde as a whole; the responses were:

Roads	Very satisfied %	Fairly satisfied %	Neither/ nor %	Fairly dissatisfied %	Very dissatisfied %
In your neighbourhood	9	41	12	21	17
In Inverclyde	3	30	18	29	21.

As detailed above, half (50%) of Panel members said they are very or fairly satisfied with the roads network in their neighbourhood. This is double the number of respondents (25%) who, in 2012, told us they were very or fairly satisfied with *the maintenance of roads and pavements in their neighbourhood*. Additionally, at that time, 63% of Panel members said they were fairly or very dissatisfied with the maintenance of roads and pavements in their neighbourhood; this figure dropped by 25% to 38% in response to the Winter 2018/19 Panel questionnaire.

6.4 The next question asked Panel members how satisfied they are with pavements in their neighbourhood and in Inverclyde as a whole; the responses were:

Pavements	Very satisfied %	Fairly satisfied %	Neither/ nor %	Fairly dissatisfied %	Very dissatisfied %
In your neighbourhood	10	37	9	28	16
In Inverclyde	4	31	19	33	13.

As outlined above, almost half (47%) of Panel members said they are very or fairly satisfied with pavements in their neighbourhood, while slightly less (44%) said they are fairly or very dissatisfied with pavements in their neighbourhood.

In terms of Panel members' satisfaction with pavements in Inverclyde as a whole, more than a third (35%) of respondents said they were either fairly or very satisfied with pavements in Inverclyde and just under half (46%) of respondents said they are fairly or very dissatisfied with pavements in Inverclyde.

6.5 The next question in this part of the Survey asked about respondents' satisfaction with Inverclyde's new street lighting infrastructure. We introduced the question by advising the Panel that the Council's light-emitting diode (LED) street lighting replacement programme replaces existing lamps with much more energy efficient units, adding that around 9,000 new street lights have been installed throughout Inverclyde, together with 700 new street lighting columns. We also informed the Panel that these measures have resulted in our carbon emissions from street lighting being cut by half, alongside a similar reduction in energy costs.

The Panel members' responses to the question about satisfaction with the new street lighting infrastructure were:

	Very satisfied %	Fairly satisfied %	Neither/ nor %	Fairly dissatisfied %	Very dissatisfied %
In your neighbourhood	29	39	15	9	9
In Inverclyde	20	46	20	7	7.

As outlined above, more than two thirds (68%) of Panel members said they are very or fairly satisfied with street lighting in their neighbourhood, less than a fifth (18%) of respondents told us they are fairly or very dissatisfied with street lighting in their neighbourhood, while 15% of respondents chose the *Neither/nor* option in response to this question.

In terms of Panel members' satisfaction with the new street lighting infrastructure in Inverclyde as a whole, two thirds (66%) of respondents said they were either fairly or very satisfied with street lighting in Inverclyde. A fairly small number (14%) of Panel members said they are fairly or very dissatisfied with street lighting in Inverclyde, while just under a fifth (20%) told us they are neither satisfied nor dissatisfied with street lighting in Inverclyde.

6.6 The final question in this section of the Survey asked the Panel if they had any suggestions or comments they wished to make about roads, pavements or street

lighting in Inverclyde. The responses to this question have been distributed to the appropriate Council Service for consideration and action, as appropriate.

Roads and street lighting – Service commentary

The positive responses to the questions about roads and street lighting are encouraging, particularly the fact that 50% of Panel members said they are very or fairly satisfied with the roads network in their neighbourhood while a similar number (47%) indicated that they are very or fairly satisfied with the pavements in their neighbourhood. These improved satisfaction levels are welcome, especially in comparison to the responses to a similar question about roads and pavements when it was last included in a Citizens' Panel Survey in 2012. The Panel also responded positively regarding the LED street lighting programme, with 68% of members indicating that they are very or fairly satisfied with the new street lights in their neighbourhood.

The Survey results indicate that Panel members recognise the network improvements that have been achieved throughout Inverclyde. The responses also confirm that the extensive £29 million improvement programme delivered during the last five years has been successful in upgrading the local roads network. Additionally, it should be noted that a further £15 million investment programme has been confirmed for delivery over the next five years and we will aim to achieve more positive results during that time.

The Roads Team acknowledges and welcomes the comments and suggestions from Panel members about roads, pavements and street lighting, including an ongoing demand for further action on pothole repairs, pavement resurfacing works and street lighting upgrade works.

7.0 COMMUNITY JUSTICE

7.1 We introduced this section of the Survey by explaining that the Inverclyde Community Justice Partnership aims to deliver key national community justice outcomes including:

- people from local communities understand and participate in how community justice is delivered in their community;
- the agencies responsible for delivering community justice work more closely together to plan local services;
- there is a range of high quality interventions available to prevent and reduce further offending, including interventions delivered in communities and those delivered in custody; and
- people who have committed offences are able to access local services including health, housing and developing skills to secure employment opportunities.

7.2 A selection of questions on community justice was last asked of the Citizens' Panel in 2016. Where comparator information is available, it is provided below.

7.3 The first question in this part of the Survey asked Panel members about their awareness of community justice and their responses were:

	2016 %	2018/19 %
I am not aware of it	61	57
I think I have heard of it	23	22

I am aware of it	16	21.
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7.4 The second question asked whether respondents had seen information about community justice, for example, on the public information screens in health centres and other public service buildings. Twelve per cent of Panel members said they had seen information about community justice in these venues, down from 18% when the same question was asked in 2016.

7.5 We then asked Panel members to indicate whether they thought a list of statements were part of community justice; the responses were:

	2018/19 %
Supporting victims and witnesses of crime	72
Recognising the impact of crime in local communities	69
Unpaid work projects in the community	66.

7.6 In 2016, when the Panel was asked to indicate whether they thought a list of statements were part of community justice, the responses were:

	2016 %
Supporting families affected by crime (both the family of those who have committed an offence and families of victims and witnesses)	71
Improving life opportunities including housing, education, employment and health for people who have committed offences to help them move on from further offending	63
Unpaid work projects in the community	58.

7.7 In 2018, the statement that the largest number of people disagreed is part of community justice was:

- Being given a fine – 18% (this statement was not included in the 2016 question set).

Additionally, in 2016, the statement that the largest number of people disagreed is part of community justice was:

- Supporting people in custody and when they return to work – 14%.

7.8 The next question in this section of the Survey asked Panel members how confident they were that community justice will make a difference in Inverclyde; the responses were:

	2016 %	2018/19 %
On balance, I think it should make a difference	41	33
Not at all confident	28	33
Slightly confident	27	30
I think it will make a significant difference	4	4.

7.9 The last question in this section of the Survey asked Panel members in what ways they are most likely to get involved in community justice in Inverclyde; the top five responses in 2018/19 were:

	2016 %	2018/19 %
Read articles in the local media	53	51
Respond to surveys	40	48
Receive an e-newsletter	19	21
Read about it on Inverclyde Council's website	16	20
Offer support to victims and witnesses of crime	9	13.

The most likely way that respondents would get involved in community justice is through reading articles in the local media; just over half (51%) of respondents chose this option, down 2% from 53% in 2016. A similar number (48%) said their involvement would be via responding to surveys, an increase of 8% from three years ago. There was also an increase (of 2% to 21%) in the number of respondents who said they would get involved in community justice through receiving an e-newsletter.

In 2016, the number of Panel members who said they are not likely to get involved in community justice was 33%, while in 2018/19, a fifth (20%) of respondents said they are not likely to get involved in community justice.

Community justice – Service commentary

The Inverclyde Community Justice Partnership is grateful for the opportunity to revisit the community justice questions asked of the Citizens' Panel in 2016. A key deliverable of the Partnership is to support communities to improve their understanding of, and participation in, community justice. The results from the latest Survey will be shared with the Inverclyde Community Justice Partners with a view to assessing how the Partnership will move forward to improve understanding of, and promote participation in, community justice. Of particular note is the moderate downward shift in terms of both awareness of and confidence in community justice to make a difference.

The Inverclyde Community Justice Partnership is a new arrangement that assumed its full responsibilities in April 2017. As such, the primary focus has been on establishing the Partnership and building the framework to strengthen and develop collaborative working. The results of the Citizens' Panel survey will be helpful in informing the direction and action needed to take forward the areas of communication and participation, as well as supporting their prioritisation.

In addition, the Partnership is currently undertaking a Strategic Needs Assessment and the responses from the Panel will be included in that process. One theme being considered is the ripple effect of crime, with a view to exploring this further as part of a community conversation approach.

8.0 INVERCLYDE COUNCIL'S PERFORMANCE

8.1 The final part of the Survey included questions about some areas that the Council measures its performance against. Panel members' responses are outlined below, together with the results from when the questions were asked in 2014 and

2016.

8.2 Council services

Overall, how satisfied are you with the services provided by the Council?

	Very or fairly satisfied %
2014	87
2016	68
2018	69.

Overall, do you think the services are good value for money?

	Very or fairly good value for money %
2014	78
2016	60
2018	55.

8.3 Influencing decisions

How satisfied are you with the way Inverclyde Council takes residents' views into account when making decisions that affect the local area?

	Very or fairly satisfied %
2014	48
2016	40
2018	40.

I can influence decisions affecting my local area.

	Strongly agree or agree %
2014	47
2016	37
2018	30.

By working together, local people can influence decisions that affect the local area.

	Strongly agree or agree %
2014	74
2016	72
2018	67.

8.4 Carers

Do you look after, or give any help or support to family members, friends, neighbours or others because of long term physical or mental ill health or disability, or problems related to old age?

	Yes %
2014	41
2016	34
2018	30.

Do you feel you receive enough support in your role as a carer?

	Yes %
--	------------------

2014	53
2016	46
2018	55.

Inverclyde Council's performance – Service commentary

Council services

Following a peak in 2014, the number of Panel members who are satisfied with the Services provided by the Council has returned to almost the same as the 2016 figure (69%).

More than half of respondents (55%) think Council services are good value for money, down slightly (by 5% from 60%) since 2016.

In the interests of taking a balanced view, it may be helpful to consider these results alongside those included in the Local Government Benchmarking Framework (LGBF) 2017/18, a report on which was considered by the Committee in March 2019. As outlined at that time, our position in the national rankings improved for more than half (55.56%) of the satisfaction measures included in the Framework 2017/18. Additionally, for every satisfaction measure, our performance during the respective time period was comfortably above 70%. As detailed in the Appendix, the local range for the satisfaction indicators was 72.67%-90% which means that, in every instance, the majority of those questioned said they were satisfied with a range of services provided by the Council including, for example, local schools, libraries, refuse collection, and street cleaning.

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APPENDIX

Inverclyde's performance in terms of satisfaction measures is particularly pleasing given that, as highlighted in the Improvement Service's LGBF National Benchmarking Overview Report 2017/18, during the eight year period for which data is included in the Framework 2017/18, the total revenue funding for local authorities decreased by 8.3% in real terms.

Members will note that the report at item 12 on today's agenda - entitled Local Governance Review: an analysis of responses to Democracy Matters – outlines the key themes arising from the recent Democracy Matters engagement process. Officers have considered the contents of that report which may be helpful in understanding the reasons for the decrease in the number of Panel members who feel they can influence local decision-making, as outlined in section 8.3 above. Additionally, a number of improvement actions are being considered with the aim of strengthening that understanding, including, for example, the facilitation of focus groups alongside the work currently taking place around the devising of Locality Plans for the three Localities in the Local Outcomes Improvement Plan 2017/22.

Influencing decisions and customer feedback

We have maintained our performance in terms of the number (40%) of Panel members who said they are very or fairly satisfied with the way the Council takes residents' views into account when making decisions that affect the local area. In terms of the number of people who feel they can influence decisions affecting their local area, the figure of 30% is 7% less than three years ago.

It is encouraging, however, to note that more than two thirds (67%) of Panel members think that, by working together, local people can influence decisions that affect the local area.

Carers

On a further positive note, it is pleasing that more than half of carers (55%) feel they receive enough support in their role as a carer, an increase of 9% since 2016. We would expect the performance of this indicator to improve again following Inverclyde's early response to the implementation of The Carers (Scotland) Act 2016.

9.0 IMPLICATIONS

9.1 Financial implications - one-off costs:

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

Financial implications - annually recurring costs/(savings):

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

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

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

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

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

10.0 CONSULTATION

10.1 The appropriate Council Services were consulted on the development of the Citizens' Panel Winter 2018/19 Survey. Commentaries on the results of Survey from the respective Council Services are included in this report.

11.0 CONCLUSION

11.1 The results of the Citizens' Panel Winter 2018/19 questionnaire are presented for the Committee's consideration, with the recommendation that they are taken into account when reviewing service delivery, as appropriate.

12.0 BACKGROUND PAPERS

12.1 Citizens' Panel Winter 2018/19 Survey results.

SOLACE Improving Local Government Benchmarking Framework 2017/18

Comparison of local performance 2015/16-2017/18 Change in position in the national rankings 2016/17-2017/18

	2015/16	2016/17	2017/18	Rank			Change in position in the national rankings 2016/17-2017/18	
				2015/16	2016/17	2017/18		
Children's services								
CHN 10: % of Adults satisfied with local schools	2013/16 87.33%	2014/17 89.33%	2015/18 86.33%	2013/16 4th	2014/17 2nd	2015/18 4th	●	red - declined
Adult social care								
SW 4a: % of Adults receiving any care or support who rate it as excellent or good	83.68%	-	83.46%	9th	-	8th	●	green - improved
SW 4b: % of Adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	88.39%	-	76.56%	4th	-	25th	●	red - declined
Culture and leisure services								
C&L 5a: % of Adults satisfied with libraries	2013/16 80.67%	2014/17 79.33%	2015/18 78.67%	2013/16 15th	2014/17 13th	2015/18 9th	●	green - improved
C&L 5b: % of Adults satisfied with parks and open spaces	2013/16 85.33%	2014/17 87.67%	2015/18 88.33%	2013/16 18th	2014/17 15th	2015/18 10th	●	green - improved
C&L 5c: % of Adults satisfied with museums and galleries	2013/16 82%	2014/17 79.67%	2015/18 72.67%	2013/16 7th	2014/17 8th	2015/18 10th	●	red - declined

SOLACE Improving Local Government Benchmarking Framework 2017/18

Comparison of local performance 2015/16-2017/18 Change in position in the national rankings 2016/17-2017/18

	2015/16	2016/17	2017/18	Rank			Change in position in the national rankings 2016/17-2017/18	
				2015/16	2016/17	2017/18		
C&L 5d: % of Adults satisfied with leisure facilities	2013/16 88%	2014/17 89.67%	2015/18 87%	2013/16 3rd	2014/17 3rd	2015/18 3rd	●	amber - performance maintained
Environmental services								
ENV 7a: % of Adults satisfied with refuse collection	2013/16 93%	2014/17 91.33%	2015/18 90%	2013/16 2nd	2014/17 2nd	2015/18 3rd	●	red - declined
ENV 7b: % of Adults satisfied with street cleaning	2013/16 78.67%	2014/17 75.67%	2015/18 73.33%	2013/16 11th	2014/17 13th	2015/18 13th	●	amber - performance maintained

Report To:	Policy & Resources Committee	Date:	6 August 2019
Report By:	Ruth Binks, Corporate Director Education, Communities and Organisational Development	Report No:	PR/21/19/RB
Contact Officer:	Louise McVey, Corporate Policy and Partnership Manager	Contact No:	01475 712042
Subject:	Local Governance Review; an analysis of responses to Democracy Matters		

1.0 PURPOSE

1.1 The purpose of this report is to provide the Committee with an overview of the Scottish Government and COSLA publication "Democracy Matters - Community-level decision-making; an analysis of responses to Democracy Matters", that was published in May 2019. The full report is attached as Appendix 1.

2.0 SUMMARY

2.1 The Local Governance Review was jointly launched in December 2017 by the Scottish Government and COSLA to consider how powers, responsibilities and resources are shared across national and local spheres of government and with communities.

2.2 The review consisted of two strands. The first strand, which is the main focus of this report, involved engagement with communities via "Democracy Matters" (DM). As part of this, the Government took a 'bottom-up' approach to engaging with people and communities. This involved asking communities five 'open' questions designed to guide the discussions.

2.3 The Local Governance Review "Democracy Matters – Community level decision-making; an analysis of responses to Democracy Matters" summarises the responses to this engagement.

2.4 It is estimated that 4,240 people took part in DM. Due to the flexible nature of the engagement, the submissions received do not follow a consistent format and a qualitative approach was adopted to analyse the material. The analysis reflects the perspective of an individual, community or organisation and therefore cannot be generalised to the population as a whole.

2.5 In broad terms, people described three kinds of positive involvement:

- Political action and protesting
- Making their voices heard and influencing
- Being directly involved and taking decisions

2.6 The negative experiences of trying to be involved in decisions locally were, however, more strongly and more frequently described. Broadly, people described their experience as:

- Tokenistic engagement
- Poor communication
- Unwelcoming structures
- Inability to effect change/inaction
- Lack of representation

- 2.7 There is clear evidence from the submissions that people want to have more control of decisions that are seen to directly affect communities. The vast majority of submissions expressed views that demonstrate a strong desire for a change to the status quo.
- 2.8 The responses also include an array of changes that different communities feel are central to improving their ability to be involved in, or be responsible for, decisions that affect them. These can be grouped under the following themes:
- Supporting people to participate
 - Building participation into the system
 - Changing the culture and behaviours of public authorities towards community participation.
- 2.9 Locally, the Inverclyde Council Citizens' Panel Winter 2018/19 Survey asked panel members for their views on how satisfied they are with their ability to influence decisions affecting their local area. The feedback received shows a fall in satisfaction rates between 2016 and 2018. At a national level, the Local Government Benchmarking Framework Overview Report 2017/18 also reports a decline in overall public satisfaction with council services across Scotland. The information gathered from the DM engagement provides councils with an insight into the likely reasons for this drop in satisfaction levels at a local and national level.
- 2.10 In response to this, Inverclyde Council is currently considering a number of improvement actions with the aim of strengthening our understanding of what residents feel are the barriers to being involved in decision making locally. This includes the establishment of focus groups alongside the work that is currently being progressed in relation to locality planning. The Council will also continue to use existing participation and engagement vehicles, such as the annual Clyde Conversations Conference, where change can be evidenced as a result of meaningful engagement with our young people, in order to build community capacity from an early age. The consultation responses will be factored into all future engagement with communities to ensure that residents feel supported to participate and to promote a culture of positive involvement.
- 2.11 The second strand of the Local Governance Review was broad in scope and public services were encouraged to offer their proposals to improve governance arrangements at a local level, based on the premise that what is right for one place will not necessarily be right for another. COSLA submitted a formal response to Strand 2 in January 2019, based around 3 strands of empowerment – community, functional and fiscal. COSLA officers are continuing to work closely with the Scottish Government during the next phase of development and progress reports on this will be brought to this Committee as appropriate.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee:
- a. Notes the key themes to emerge from the responses to the Democracy Matters consultation.
 - b. Notes that the Council is considering a number of improvement actions to strengthen the role of citizens and communities in local decision making.

**Ruth Binks,
Corporate Director
Education, Communities and Organisational Development**

4.0 BACKGROUND

- 4.1 The Programme for Government 2017-18 set out the intention to “decentralise power to a more local level in Scotland and launch a comprehensive review of local governance”. Subsequently, in December 2017, the Scottish Government and COSLA jointly launched the Local Governance Review.
- 4.2 The 'Local Governance Review' explores what might be achieved in regard to local and community decision-making and democratic governance in order to improve outcomes in local communities, and highlight opportunities for positive change. As part of this, engagement has taken place across two strands.
- Strand 1 - involved a programme of engagement with communities (known as Democracy Matters (DM)). This was a 'bottom up' approach to engage people and communities via a set of five questions to form the basis of community level decision making.
 - Strand 2 - involved the Scottish Government, local authorities, community planning partnerships and other public sector organisations proposing approaches to governance, powers or ways of working that could improve outcomes, reduce inequalities and improve democracy locally.
- 4.3 The two strands of the Local Governance Review ran in parallel until December 2018.
- 4.4 The Local Governance Review “Democracy Matters – Community level decision-making; an analysis of responses to Democracy Matters” report is an analysis of the first strand and the community responses to the “Democracy Matters” (DM) engagement.
- 4.5 There were 334 submissions on DM and 127 submissions from community conversations from the 158 local events. It is estimated that 2,967 people took part in the community conversations. In addition, there were 46 submissions from organisations, involving an estimated 885 people. There were also 61 submissions from individuals. A further 226 people attended the 13 regional events held in November/December. Overall, it is estimated that 4,240 people took part in DM.
- 4.6 DM provided communities with flexibility and choice in organising events and the submission of responses. As a result, the submissions do not follow a consistent format and a qualitative approach was used for analysing the responses. The analysis presented in the report reflects the perspectives of the individuals, communities and organisations that took part in DM and cannot be generalised to Scotland's population as a whole.

5.0 RESPONSES TO DEMOCRACY MATTERS CONSULTATION

- 5.1 The feedback presented in the report shows that people describe many different experiences of local decision making, both positive and negative. In broad terms people described three kinds of positive involvement:
- Political action and protesting
 - Making their voices heard and influencing
 - Being directly involved and taking decisions

However, the negative experiences of trying to be involved in decisions locally were more strongly and more frequently described. Broadly, people described their experiences as:

- Tokenistic engagement
 - Poor communication
 - Unwelcoming structures
 - Inability to effect change/inaction
 - Lack of representation
- 5.2 There were a number of recurring themes about the kinds of barriers that prevent people from getting involved including:

- Lack of Information about how to be involved, what opportunities there are to participate in decisions and information not reaching marginalised communities to support inclusion.
- Complex systems making it difficult to understand who is responsible for what, how things work and how to influence decision making.
- Transport is often poor/non-existent and expensive, meetings during working hours and time available to participate.
- Physical accessibility is a key issue for many disabled people.
- Lack of support for people to overcome a range of practical barriers to involvement.
- The language and behaviours of public authorities and the ways in which forums and meetings are organised restrict or discourage participation.

5.3 There is clear evidence from the submissions that people do want to have more control of decisions that are seen to directly affect communities. The vast majority of submissions expressed views that demonstrate a strong desire for a change to the status quo. However, what people understood by the term “control” varied. For some, control was having influence; public bodies being transparent and communities being able to hold them to account and people having the authority and resources to take direct control of local decisions. For others, control was about being able to give their views as part of the decisions being made and for their input to lead to practical action that improved their community.

5.4 Many submissions described “local” in terms of a specific place or geography. A distinction was drawn between what was seen as the artificial boundaries around which services are organised and ‘natural communities’ that made sense to people locally. Many submissions also made an association between social connections and a shared sense of identity and belonging. While other people recognised that ‘local’ may relate to communities online, or of interest, and not necessarily refer to a physical place.

5.5 Communities identified a number of changes to how they are involved in decisions that affect their community, including:

- Supporting people to participate – the importance of basic knowledge and information to support participation. Supporting people with specific skills and capacity building to enable them to operate as formal organisations.
- Building participation into the system – some responses highlighted changes that could be made to existing ways citizens and communities could participate in decision making. This included locality planning, participation requests, participatory budgeting and place standard.
- Changing the culture and behaviours of public authorities towards community participation. People described a range of positive values they want to see expressed in the ways in which communities are enabled to participate by public authorities. These values describe how public authorities should treat communities, how communities and public authorities should work together and new ways of working in partnership that deliver practical actions to improve outcomes for communities.

5.6 Locally, the Inverclyde Council Citizens’ Panel Winter 2018/19 Survey asked panel members for their views on how satisfied they are with their ability to influence decisions affecting their local area. The feedback received shows a fall in satisfaction rates between 2016 and 2018. At a national level, the Local Government Benchmarking Framework Overview Report 2017/18 also reports a decline in overall public satisfaction with council services across Scotland. The information gathered from the DM engagement provides councils with an insight into the likely reasons for this drop in satisfaction levels at a local and national level.

5.7 In response to this, Inverclyde Council is currently considering a number of improvement actions with the aim of strengthening our understanding of what residents feel are the barriers to being involved in decision making locally. This includes the establishment of focus groups alongside the work that is currently being progressed in relation to the Locality Plans. The Council will also continue to use existing participation and engagement vehicles, such as the annual Clyde Conversations Conference, where change can be evidenced as a result of meaningful

engagement with our young people, in order to build community capacity from an early age. The consultation responses will be factored into all future engagement with communities to ensure that residents feel supported to participate and to promote a culture of positive involvement.

6.0 STRAND 2: PUBLIC SERVICE GOVERNANCE

- 6.1 Strand 2 of the Review involved the Scottish Government, local authorities, CPPs and other public-sector organisations proposing approaches to governance, powers, accountabilities or ways of working that could improve outcomes, reduce inequalities, and improve democracy locally.
- 6.2 As part of the evidence gathering stage, COSLA submitted a formal response to Strand 2 in January 2019. The response was based around 3 strands of empowerment – community, functional and fiscal. The response was clear that all three empowerments are fundamentally linked and that all three are needed to achieve read empowerment.
- 6.3 Officers from COSLA are working with the Scottish Government to progress this next phase of development. Updates on this work will be brought to the Policy and Resources Committee as appropriate.

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: none at present.
- 7.3 Legal: The Community Empowerment Act 2015 places a statutory responsibility on the Council to strengthen the voices of the community in decisions about public services.
- 7.4 Equalities: none at present.
- 7.5 Repopulation: none at present.

8.0 CONSULTATIONS

- 8.1 None.

9.0 CONCLUSIONS

- 9.1 The report provides valuable feedback on many of the challenges facing communities and individuals in achieving meaningful engagement with public services. This feedback will help to inform the way in which the Council and partners carry out consultation, engagement and decision making as locality planning develops further locally.

10.0 LIST OF BACKGROUND PAPERS

- 10.1 <http://www.gov.scot/Publications/2018/05/6780/354026>
<https://www.inverclyde.gov.uk/meetings/meeting/1716> Agenda item 7: Effective Democracy:
Reconnecting with Communities
<http://www.localdemocracy.info/2014/08/14/time-to-rebuild-scottish-democracy-what-the-referendum-decides/>
Response to Local Governance Review
2018 <https://www.inverclyde.gov.uk/meetings/documents/11644/08%20Local%20Governance%20Review%20Full%20Council%20Submission.pdf>

Local
Governance
Review

Democracy Matters

Community-level decision-making: an analysis of responses to Democracy Matters

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Executive Summary

The Local Governance Review was jointly launched in December 2017 by the Scottish Government and the Convention of Scottish Local Authorities (COSLA) to consider how powers, responsibilities and resources are shared across national and local spheres of government, and with communities. There are two strands to the Review:

- (1) community level decision-making; and
- (2) public service governance.

Strand one focuses on communities and has been called 'Democracy Matters' (abbreviated as DM). This report is an analysis of responses to the DM engagement.

The Democracy Matters engagement

DM was designed to take a bottom-up approach to engaging people and communities. Scottish Government and COSLA worked in partnership with a group drawn from the community sector, equalities groups, the public and private sector to design the engagement process collaboratively. The group developed a short set of open questions designed to guide DM discussions, and a range of materials – designed to be as inclusive as possible – to support people to have discussions in their community.



Your Community. Your Ideas. Your Future.

There were five DM questions:

1. Tell us about your experiences of getting involved in decision-making processes that affect your local community or community of interest?
2. Would you like your local community or community of interest to have more control over some decisions? If yes, what sorts of issues would those decisions cover?
3. When thinking about decision-making, 'local' could mean a large town, a village, or a neighbourhood. What does 'local' mean to you and your community?
4. Are there existing forms of decision-making which could play a part in exercising new local powers? Are there new forms of local decision-making that could work well? What kinds of changes might be needed for this to work in practice?
5. Do you have any other comments, ideas or questions? Is there more you want to know?

People were able to get involved in a range of ways:

- **Community conversations:** many communities organised a local event to discuss the DM questions.
- **Individual responses:** people were able to submit their individual views by email or post. There was no required format for responses.

- **Organisational responses:** organisations submitted a range of views on community-level decision-making.
- **DM postcard:** it asked two of the DM questions and provided space to write a response and return by freepost.
- **An online forum:** people were able to contribute to an online dialogue about DM.

To mark the completion of this first phase of engagement, 13 regional events were organised across Scotland in November and December 2018.

The analysis of responses to Democracy Matters

DM was designed to give communities flexibility and choice about how to run events and how to submit responses. As a result, the submissions do not follow a consistent format; they reflect a significant and varied body of material. A qualitative approach had to be used for analysing this material. The qualitative analysis presented in this report describes the spread and broad pattern of responses. It is not possible, or valid, to quantify the views and experiences described in submissions. The analysis presented reflects the perspectives of the individuals, communities and organisations that took part in DM; the analysis cannot be generalised to Scotland's population as a whole.

Who got involved in Democracy Matters

There were 334 submissions which comprised:

- 127 submissions from community conversations. From the information provided, it is estimated that 2,967 people took part.
- 61 submissions from individuals: 23 by email, 117 by postcard, 21 online.
- 46 submissions from organisations. Some organisations used events to gather broader views to inform their submission. It is estimated this involved 885 people.

In addition, 226 people attended the regional events. Overall, it is estimated that 4,240 people took part in DM.

DM was designed to be as inclusive as possible so that communities of place and

communities of interest or identity were equally able to take part. It is evident from the submissions received that a very diverse cross-section of communities in Scotland chose to take part, described below.

Two fifths of the community conversations involved communities of place. The other three fifths involved communities of interest or identity; and three quarters of these reflected the experiences of communities of interest or identity in a specific locality. A number of submissions highlighted the importance of recognising the existence, and different needs, of 'communities within communities', particularly for groups reflecting protected characteristics.

Submissions came from a broad variety of communities of place. Events were held right across Scotland, in 29 of 32 local authority areas and representing the experiences of people living in cities, towns, neighbourhoods and villages.



Many different communities of interest or identity held community conversations and made submissions, from across four broad categories:

- **Identity:** people who identified as a community around shared language, ethnicity, nationality, and citizenship status, and groups with shared experience around gender identity and sexuality.
- **Experience:** groups with shared experiences of poverty, homelessness, living on benefits, recovering from addiction, living with physical and mental health conditions, disabled people.
- **Lifestage:** groups with shared experience as young people, college and university students, parents, carers, and those who were retired.
- **Interests:** groups with a shared interest in the environment and sustainability, culture and the arts, growing your own food.

Most of the discussions held by communities of interest or identity reflected the experience of marginalised groups; some involved people experiencing multiple forms of disadvantage or discrimination, often described as intersectionality.

The submissions describe a very broad range of experiences and views; different communities are starting from very different places in terms of their experiences of participating in local decision-making, and in their aspirations for greater involvement. The following describes the range of experiences.

People's experiences of local decision-making

People described positive and negative experiences of their involvement in local decision-making. In a minority of cases, people had no experience of involvement in local decision-making. Responses describe the activity and energy of people getting involved in their communities across Scotland. However, the negative experiences of trying to be involved in decisions locally were more strongly and more frequently described.

The positive experiences ranged from taking part in, and helping to organise, activities and events in communities, to involvement with more formal community fora or organisations. The strength of community involvement and the positive impact of that involvement came through strongly in submissions. In broad terms, the submissions described three kinds of positive involvement:

- Political action and protesting
- Making their voices heard and influencing
- Being directly involved and taking decisions

The negative experiences from communities of place, and of interest or identity, covered a broad range:

- Poor communication
- Tokenistic engagement
- Lack of representation
- Inability to effect change/inaction
- Unwelcoming structures

There were a number of recurring themes about the kinds of barriers that prevent people from getting involved. These are summarised as:

- **Information:** Lack of information about how to be involved, what opportunities there are to participate in decisions; where and how decisions are taken. Information not reaching marginalised communities about services available to support inclusion.
- **Complexity:** The system is complicated – difficult to understand who is responsible for what, how things work and how to influence.
- **Accessibility:** Transportation is non-existent or poor – and expensive – in areas. Most formal decision-making forums meet during working hours; the time available to participate can be a factor. Physical accessibility a key issue for many disabled people.
- **Lack of support for engagement:** inadequate support for people to overcome range of practical barriers to involvement, and the range of barriers to inclusion experienced by marginalised and disadvantaged communities.
- **Style of participation:** The language and behaviours of public authorities and the ways in which forums and meetings are organised restrict or discourage participation.

More community control over local decision-making

The clear evidence from the submissions is that people do want to have more control of decisions on issues that matter to them. This is particularly the case for control of decisions that are seen to directly affect communities, which should apply more locally. The vast majority of submissions expressed views that demonstrate a desire for a change to the status quo.

It was clear that what people understood by the term ‘control’ varied. Control was understood in terms of different kinds of participation in decision-making. For some, this was about being able to give their views as part of decisions being made, and for their input to lead to practical action that improved their community. Other submissions were clear it was about communities having the power and the resources to make decisions themselves. These views can be described broadly in terms of:

- **Influence** – having a voice in, and an impact on, decision-making.
- **Transparency and accountability** – public authorities being transparent about their decisions and communities being able to hold them to account for those decisions.
- **Authority** – having the authority and resources to take decisions.

There were some responses that described concerns; people who felt that control should not be devolved. For some, this was because of a worry about the responsibility involved; or a concern about, or a lack of confidence in, the capacity of communities to hold that responsibility. Some submissions expressed concern about how to respond to local demands, and being held accountable.

Across the responses as a whole, communities expressed an appetite and ambition for greater involvement in, or control of, decisions on nearly every policy issue for which public authorities have responsibility. In general, it could be seen that the issues identified largely reflected the lived experience and concerns of the specific community of place and/or community of interest or identity.

For some communities, their responses related to very specific issues and concerns that affected the quality of their daily lives for example, issues of disadvantage and discrimination, negative aspects of their local physical and social environment, the quality of their public housing, their access to and use of specific public services. For other communities, their responses spoke more about decisions that would benefit the wider community, meet community wishes and needs, support the social and physical regeneration of their local area.

Overall, communities identified a range of changes to how they are involved in decisions that affect their community:

- To be treated better by public authorities – through a change in culture and behaviour about involving communities in decisions.
- To be better connected – both within communities (pooling knowledge and resources); and with decision-makers.
- To be able to participate in decisions about their community; and, for some communities, that meant to have more local control over decisions, with the resources necessary for those decisions.
- For decisions that affect their community to be based on knowledge and experience, and for those decisions to lead to action that improves their lives.

How do people describe their ‘local’ community

Many submissions described local in terms of a specific place, or geography, e.g. ‘my town’, ‘my village’, ‘the neighbourhood’. A distinction was often drawn between what were seen as the artificial boundaries around which different public services were organised, and what was described as ‘natural communities’ that made sense to people locally. Some described local in terms of size, or distance; others identified that communities can exist online.

Others identified that what was regarded as local for decision-making related to the specific issue. They identified that decisions might appropriately be taken at different geographic ‘levels’ (e.g. national/council area/community).

Many submissions associated the idea of 'local' more with social connections, and a shared sense of identity and belonging. Communities of interest/identity were likely to describe 'local' in similar terms, around shared experience and identity.

A few submissions suggested a specific definition of 'local' when thinking about community-level decision-making. For example, defined by an upper and lower limit on population size.

Changes needed to enable decision-making at the community level

Across the broad sweep of responses, many existing forms of decision-making were identified that, with changes, might play a role in bringing communities closer to, or involved in local decision-making. Most often mentioned were community councils, but also community development trusts, community-based housing associations and forums/partnerships that brought together other local community organisations. There was a common view that any new arrangements should reflect local circumstances; that 'one size does not fit all'.

There were a range of views and experiences of community councils described in responses. Many views on community councils were supportive of, and ambitious for, their potential to take on more local powers, with changes. Others, fewer in number, held strongly negative views of community councils and did not think they should take on local decision-making.

They were regarded as unrepresentative, ineffective and reactive, self-interested and 'cliquey'.

Other examples of existing decision-making variously identified included: advisory groups, locality planning groups, community planning partnerships, school boards and parent councils, the Scottish rural and youth parliaments, participatory budgeting arrangements, local third sector organisations, other local community forums.

Responses also described a range of changes required to make community-level decision-making a reality covering the following themes:

- Supporting people to participate
- Building participation into the system
- Changing the culture and behaviours of public authorities towards community participation

People described a range of positive values they want to see expressed in the ways in which communities are enabled to participate by public authorities. These values describe:

- How public authorities should treat communities
- How communities and public authorities should work together
- New ways of working in partnership that deliver practical actions to improve outcomes for communities

Some community organisations, with experience of the current system of decision-making, described possible new structures for community decision-making. For some this was described as requiring a new tier of democracy; but others were explicitly opposed to such a development. Many identified that any power to take decisions required resources in order to deliver those decisions.

A few organisations provided worked up proposals of new forms of local decision-making at the community level and described how they could be constituted, their accountability, and how they could fit into the existing system of decision-making.

From the submissions, a range of measures can be identified that communities feel would help enable better community involvement in, or control over, decisions.

- Knowledge and education about people's rights and responsibilities as citizens, information about how (and which) public authorities take decisions that affect their communities, and information about how they can get involved in decisions.
- Practical training and organisational development for community groups and organisations to enable them to take on more responsibility.
- Greater influence over decisions made by public authorities and the means to hold those authorities better to account for those decisions.

- Community participation in/membership of existing decision-making institutions/ structures (e.g. area communities, local community planning groups).
- New structures of community governance: either changing the functions and/authority of existing community organisations such as community councils, or development trusts, or community-run housing associations; or designing completely new structures at the community level.



Section 1: Introduction

The Local Governance Review was jointly launched in December 2017 by the Scottish Government and the Convention of Scottish Local Authorities (COSLA) to consider how powers, responsibilities and resources are shared across national and local spheres of government, and with communities.

There are two strands to the Review:

- (1) community level decision-making; and
- (2) public service governance.

Strand one focuses on communities and has been called ‘Democracy Matters’ (abbreviated subsequently in this report as DM). This report describes the analysis of responses to the DM engagement process, described below.

Strand two focuses on all public sector bodies, which were invited to offer proposals for improved governance arrangements at their level of place, based on an acceptance of increased variation in decision-making arrangements across Scotland. A report providing an analysis of the responses received to strand 2 has also been produced.

The Democracy Matters engagement

DM was deliberately designed to take a bottom-up approach to engaging people and communities. Scottish Government and COSLA worked in partnership with a

group drawn from the community sector, equalities groups, the public and private sector to design the engagement process collaboratively. This group was called the ‘Enabling Group’ (Annex A for list of group members).

The Enabling Group developed a short set of five open questions designed to guide DM discussions:

1. Tell us about your experiences of getting involved in decision-making processes that affect your local community or community of interest?
2. Would you like your local community or community of interest to have more control over some decisions? If yes, what sorts of issues would those decisions cover?
3. When thinking about decision-making, ‘local’ could mean a large town, a village, or a neighbourhood. What does ‘local’ mean to you and your community?
4. Are there existing forms of decision-making which could play a part in exercising new local powers? Are there new forms of local decision-making that could work well? What kinds of changes might be needed for this to work in practice?
5. Do you have any other comments, ideas or questions? Is there more you want to know?

A range of materials were produced by the Enabling Group to support people to host and organise discussions in their community in whatever way suited them best. They were designed to be as inclusive as possible. The materials included:

- A short animated film explaining the aims of DM
- A guide to the DM questions, which was also produced in an Easy Read version
- Information about how decisions about public services are taken in Scotland
- Guides to organising a DM event and to facilitating a good discussion. These guides made broad suggestions about things to consider in planning and running events; but did not set out a fixed format.

All of this material was made available on dedicated Local Governance Review webpages.

People were able to get involved in DM in a range of ways:

- **Community conversations:** Conversations were held in communities of geography or interest. In most cases, communities organised an event where people came together to have a conversation about the five DM questions. Communities chose to structure conversations in a variety of ways and used a range of supporting material. A report of the conversation was then submitted – in a variety of forms.
- **Individual responses:** people were able to submit their individual views by email or post. There was no required format for responses. Individuals gave their views in a variety of ways, some answered the DM questions directly and others responded more generally to the issues.
- **Organisational responses:** organisations submitted a range of views on community-level decision-making. There was no required format for responses. Some of the submissions from organisations responded to the DM questions directly and others responded more generally to the issues.
- **DM postcard:** a leaflet was developed to promote DM. It provided some information about the Local Governance Review and asked two of the questions. There was space to write a response to these questions and it could then be folded up into a pre-addressed ‘postcard’ format and returned by freepost. These were distributed at a range of events including the Scottish Government’s travelling Cabinet meetings, and by a range of organisations locally including councils, Community Planning Partnerships, Third Sector Interfaces, health, community and third sector organisations.
- **An online forum:** people were able to post ideas and responses to the DM questions, and respond to other contributions, in an online dialogue.

To help support the community conversations, the Scottish Government made available a £30,000 fund for small grants to community organisations to cover expenses such as hiring a venue, providing refreshments and childcare costs. The fund was distributed by the Voluntary Action Fund which made grants for 89 community events, totalling £27,985.

In addition, the Scottish Government awarded larger grants totalling just under £20,000 to help ensure that DM was as inclusive as possible. These grants went to the following organisations who organised local events with specific marginalised groups:

- Church of Scotland (17 events)
- BEMIS (5 events)
- Deaf Scotland (2 events)



DM was launched on 28 May 2018 and submissions could be made until the end of November. Submissions received after the deadline were also included.

To mark the completion of this first phase of engagement, a series of 13 regional events were organised by the Enabling Group. The events were held across Scotland in November and December 2018, in the early afternoon and early evening, in community venues in Aberdeen, Edinburgh, Dundee, Glasgow, Inverness, Irvine and Oban.

Each event lasted two and a half hours and included a presentation which gave feedback on the emerging themes from provisional analysis of the initial responses received on DM. Table discussions were held, supported by a facilitator, focused on some of the aspects of community-level decision-making: specifically around local control, equalities and inclusion, and outcomes. Notes of the discussions were taken by facilitators and everyone attending was also encouraged to add their own written comments using post-it notes. This written material was included in the analysis undertaken for this report.

The analysis of responses to Democracy Matters

For each submission to DM, respondents were asked to complete a Respondent Information Form. The information from the form was systematically recorded in a spreadsheet. This included information about

the method of engagement used, who the submission was from and the estimated numbers of people involved. This information was used to analyse who got involved in DM, and is described in the next section.

DM engagement was designed to give a high degree of flexibility and choice about how communities ran events and about how the discussions were then reflected in the written submissions. As a result, submissions did not follow a consistent structure or format. Taken as a whole, the submissions to DM reflect a significant and varied body of material. This means that a qualitative approach has to be used for analysing this material.

To support the qualitative analysis, the text of the submissions was uploaded into a qualitative analysis software package called NVivo. Using NVivo enabled the responses to be coded into thematic categories for analysis. A coding framework was developed from an initial analysis of responses and the responses then coded systematically using that framework. As a qualitative analysis, it seeks to describe the spread and broad pattern of responses. It is not possible, or valid, to quantify the views and experiences in submissions.

The analysis that is presented in the following sections reflects the views and experiences of individuals, communities and organisations that took part in DM, as they were reflected in the written submissions. In any public engagement exercise like

DM, it is important to remember that the analysis cannot be generalised to Scotland's population as a whole.

The structure of this report

The report is structured in the following sections which cover the DM process and each of the five questions:

1. Who got involved in Democracy Matters?
2. What are people's experiences of local decision-making?
3. Do people want more control over decisions that affect their community?
4. How do people describe their community: what does it mean to be 'local'?
5. What forms of decision-making could be used at the community level?
6. Other issues raised.



Section 2: Who got involved in Democracy Matters?

This section provides more detail about who got involved in DM and how they participated.

There were 334 submissions on DM. They were made up of the following:

- There were 127 submissions from community conversations that reflected the results from 158 local events. From the information provided in submissions, it is estimated that 2,967 people took part.
- There were 161 submissions from individuals: 23 people responded by email, 117 sent in a postcard, 21 participated online.

- There were 46 submissions from organisations. A number of the organisations held discussion events/ conferences of varying size to gather broader views that informed their submission. From the information provided, it is estimated that this involved 885 people.

In addition, the 13 regional events held in November and December were attended by 226 people in total.

The table below summarises the numbers of people who got involved in DM: estimated to be 4,240 in total.

How people were involved	Submissions	Estimated no. of people engaged
Community conversation	127 submissions covering 158 local events	2,967
Individual response	23 submissions	23
Postcards	117 submissions	117
Online	21 people contributed to online discussions, making 133 comments in total	21
Organisational response	46 submissions	885 ¹
Regional events	13 events	226
Total		4,240

¹ Some of the responses from organisations reflected considerable levels of engagement with their membership, for example at conferences, other organisational events, or by convening a specific Democracy Matters discussion.

DM was designed to be as inclusive as possible so that **communities of place** and **communities of interest or identity** would equally be able to take part. It is evident from the submissions received that a very diverse cross-section of communities in Scotland chose to take part, described below.

Three fifths of the 158 community conversations involved communities of interest and identity. The other two fifths of these conversations involved communities of place. Three quarters of the community conversations with communities of interest and identity reflected their experiences in a specific locality. A number of submissions highlighted the importance of recognising the existence, and different needs, of ‘communities within communities’, particularly for groups reflecting protected characteristics.

Submissions came from a very broad variety of **communities of place**. Events were held right across Scotland, in 29 of 32 local authority areas and representing the experiences of people living in cities, towns, neighbourhoods and villages.

Many different **communities of interest or identity** held community conversations and made submissions to DM. These communities can be described across four broad categories:

- **Identity:** this included people who identified as a community around a shared language, ethnicity, nationality, and citizenship (e.g. EU citizens, refugees and asylum seekers, Syrian New Scots), around gender identity and sexuality.
- **Lifestage:** this included groups with shared experience as young people, college and university students, parents, carers, and those who were retired.
- **Experience:** this included groups coming together through shared experiences of poverty, homelessness, living on benefits, living with disability, recovering from addiction, living with physical and mental health conditions.
- **Interests:** this included groups with a shared interest in the environment and sustainability, culture and the arts, growing your own food.

A broad range of community groups and organisations, and some councils, supported or hosted community conversations, including local community groups and networks, community councils, community development trusts, housing associations, community interest companies, local faith organisations. This included organising conversations with some more marginal communities, who might not have otherwise participated in DM.

For example, a local Baptist church organised a number of conversations for different language groups, including Arabic, Urdu and French speakers. BEMIS worked with local community groups to organise a series of discussions around the country that involved

people from thirty different ethnic groups, nationalities and faith groups. BEMIS is a national member-led umbrella organisation that supports the development of the ethnic minority third sector across Scotland. A local community interest company concerned with inclusion organised a number of community conversations including one with people who have caring responsibilities and another with members of the Polish community in Glasgow.

Most of the discussions held by communities of interest or identity reflected the experience of marginalised groups. Some groups involved people experiencing multiple forms of disadvantage or discrimination, described as intersectionality, for example, a group of Chinese women with autistic children.



A broad range of **organisations** put in a submission including individual community councils and local networks of community councils, community development trusts, councils, local and national third sector organisations, national community organisations and associations, local and national equalities organisations and other national organisations including Common Weal and Electoral Reform Society and the Federation of Small Businesses.

The submissions describe a very broad range of experiences and views. It is clear that different communities are starting from very different places in terms of their experiences of participating in local decision-making, and in their aspirations for greater involvement. The following sections will describe the range of experiences.

The experience of taking part in DM conversations

DM events were held in community spaces across Scotland and in one case through Twitter. Some groups used different ways to engage people and support the discussions; for example, using photographs as a way for people to express their responses to questions. Here is a picture from one of these events:

Submissions to DM illustrated and described communities engaged in discussions about how to have a greater stake and involvement in decisions that affect them. They described a strong sense of energy and enthusiasm in those discussions. For some of the people involved, taking part in discussions about the issues of DM was described as being an



important and significant experience in itself. For some, it was an opportunity to join a debate about how to expand activity already happening in their community. For others, it was a new experience to consider their role as citizens and communities, and having that experience itself built their confidence and understanding. For some it encouraged them to think about how they could play a more active role and make a contribution.



People often told us that they enjoyed the experience of coming together in their communities to discuss how decisions about their future should be taken.

Section 3: What are people's experiences of local decision-making?

People described many different experiences of local decision-making, both positive and negative. In a minority of cases, people had no experience of involvement in decision-making. There were many positive experiences described. These were often accompanied by frustrations people had about the system and the difficulties in effecting change.

This section describes what people said in response to the DM question:

Tell us about your experiences of getting involved in decision-making processes that affect your local community or community of interest.

Positive experiences of being involved

People described being active in their communities in many different ways. This ranged from taking part in social activities with their community to involvement with more formal community fora or organisations (e.g. community councils, development trusts, residents associations, parents councils).

The strength of community involvement and the impact of that involvement came through very strongly in submissions. The social connection and sense of shared purpose and identity that was associated with community activity, and the well-being that came from that, was frequently mentioned. The following provide examples of how this was expressed:

“The youth forum provides a positive space to have your voice heard within the community. Being part of youth forum encourages you to be more confident and

it helps you feel valued within your local community.” (local youth forum)

“This group has influence in the community to help support women and their families.” (women’s group)

The following gives a flavour of the many types of experiences people described through DM. In broad terms, they described three kinds of involvement:

- Political action and protesting
- Making their voices heard and influencing
- Being directly involved and taking decisions

Political action and protesting

Very many submissions described people’s formal involvement in democracy in Scotland, describing voting in elections and also in the Scottish independence referendum.

Submissions described people getting involved in one-off demonstrations and protests; for example participating in a protest against racism.

The experience of more sustained involvement in issues was also described, such as campaigning for marginalised or disadvantaged groups; or protesting about a local issue of concern, examples included campaigning for asylum seekers' rights and opposing the closure of a local hospital.

Making voices heard and influencing

Submissions described how people sought to make their voices heard in local decision-making. People described being involved in local consultations; for example, having a say in how a local park was developed and managed.

Others described positive involvement in more formal exercises organised to hear the views of the community, for example a Poverty Commission and a local charrette:

“Our voices were heard and reflected in the East Lothian Poverty Commission”

The experience of taking part in participatory budgeting exercises was frequently mentioned as a positive example of being involved. This covered city-wide exercises like ‘Dundee Decides’, and those that were highly local, such as ‘Bucks for Buckie’.

There was a strong sense that people welcomed and valued the opportunity to contribute their view on local issues. People particularly recalled that experience positively when they felt listened to and that their opinion had influenced decisions.

Being directly involved and taking decisions

Some people described their experience of being a formal representative in a variety of forums; for example, parent council of local school, as a community councillor, in a school youth forum:

“Being involved in school decisions made me feel empowered”

There were many descriptions of the positive impact people felt through getting involved in their community as a volunteer, participating in local activities, regularly with organised groups, taking part in fundraising. This covered a range of local community groups such as playgroups and youth clubs, local faith organisations, food banks.

A very practical example of local involvement, that reflects the connection within communities referred to above, is evident from a community conversation:

“Local events organised by volunteers were offered as an example of effective local planning and decision-making. Events included the Christmas lights and a carnival both of which brought people in the community together.”

Some responses described the importance of local groups, largely of communities of interest and identity, acting as a source of networking and support for people with shared experiences, for example adult learners and a women's group:

“Great experiences of women coming together locally”.

Negative experiences of being involved

Responses to DM described much activity and energy in communities across Scotland. However, the negative experiences of trying to be involved in decisions locally were more strongly and more frequently described.

Some people from specific communities of interest and identity described finding it difficult to get involved in decisions, or having no experience of involvement at all. For example, some asylum seekers, EU citizens, foreign language groups, and some people from different ethnic minority groups described experiences of being detached from the wider community and formal decision-making organisations and forums. They did not know about local groups or understand whether and how they could get involved.

There were also descriptions of the difficulties of getting involved. For disabled people this tended to focus on issues

around transport and physical access, and cultures and behaviours that made their involvement difficult: e.g. a lack of empathy and understanding about the specific needs of disabled people, not being listened to; to more direct explicit discrimination. People from disabled groups frequently described their sense of loneliness and isolation within their community of place. Local groups of disabled people and disabled people's organisations provided an important source of support and connection.

The negative experiences of being involved in local decisions from communities of place and of interest covered a broad range:

- Tokenistic engagement
- Poor communication
- Unwelcoming structures
- Inability to effect change/inaction
- Lack of representation

Tokenistic engagement

Many submissions, and respondents in the regional events, described in strongly negative terms, opportunities to have involvement in decisions that were regarded as being little more than tokenistic. These experiences stemmed from occasions where decisions were taken in the face of community opinion that opposed them, or where it was perceived that decisions had already been made before consulting the community.

Submissions described people's very negative experiences of taking part in consultations: this involved not feeling listened to, that their opinions had been ignored and had had no impact on decisions. These experiences led to frustration, disenchantment and cynicism. Efforts to consult communities by public authorities were often perceived to be a 'tick-box exercise'; that they were not effectively planned and organised, and undertaken without real effort or commitment. It was seen more often than not as about satisfying a procedural requirement to consult rather than a genuine attempt to listen to communities.

Poor communication

Poor communication from public authorities about the decisions they took was mentioned frequently in responses. People wanted to know what had happened after a consultation but complained that they did not receive any feedback explaining what had been heard from communities and what had been done as a result.

These experiences contributed to a sense of being ignored and not being informed (often perceived as deliberately) of what decisions had been taken and why. For example, the experience of using recent community empowerment legislation to make participation requests but having those requests refused, with no reasons given.

The following extract describes an example of people with experience of involvement and a belief in their own capacity to make a contribution. It is from a community conversation hosted by a development trust:

"Everyone agreed they had been involved in decision-making locally to some degree, so there was already a level of built capacity within our communities. However, there was universal frustration that many decisions were taken remotely from the community, by people who often didn't know all the issues, and very often didn't communicate the outcomes of decisions either. So the system was far from right, as it stands."

It also highlights a strong sense that this failure in communication, and listening, by public authorities, meant decisions did not benefit from the knowledge and experience that existed in communities.

Unwelcoming structures

Public authorities, and councils in particular, were described as being difficult to navigate and intimidating. Despite recognised efforts to involve communities, structures were experienced as often unwelcoming. Along with the physical distance from communities, people talked in negative terms about the impact of bureaucracy and the complexity of public service system. As an example, a submission from a community conversation commented about designing such a system 'from scratch':

“it would not look this way and be populated with such a complex and impenetrable network of organisations.”

As a further illustration, a submission from a community conversation commented about council partnerships and forums:

“[they] have not been useful, being stuck in structures where citizens were not openly encouraged to debate and were subject to rules for participating in the meeting that were so formal they were not effective.”

In some of the regional events, people described attending formal meetings of local decision-making bodies (e.g. council or community planning) held in public but not being allowed to participate, or only as an exception. They were told this was because they were ‘meetings held in public’ not ‘public meetings’. Such experiences of the application of formal rules of procedure were seen as symptomatic of structures and cultures that did not support, value or encourage community involvement.

Lack of representation

Many submissions, and participants at the regional events, identified the lack of opportunity for communities to have a place on the range of decision-making bodies and local forums. This was a particular concern for decisions about the issues that directly affected different communities, as this example illustrates:

“We have no disabled people’s participation at a planning or strategic level shaping the delivery of health and social care”

Inability to effect change/inaction

Submissions described communities’ particular frustration at the experience of raising concerns about local problems or particular needs, or making complaints, which appeared to be ignored by local bodies. Communities were looking for authorities not only to display that they were listening but to act.

For some people, these were very immediate issues to do with problems with their housing, or about the state of their local environment such as litter, graffiti and dog fouling. It was clear that these had an impact on the quality of life of communities. People understood that the impact of funding reductions contributed to these issues, but did not explain the lack of improvements they experienced, nor the failure to communicate with communities about them.

A common theme was the distance between the decision makers and the local community. This was expressed as frustration about decisions made by public bodies perceived as lacking the knowledge and understanding of local experience and concerns. For some communities, particularly in rural areas, this was also expressed in terms of the physical distance of communities from where decision-makers were located.

People spoke about decisions being made without an understanding of the local community, and of decisions having a bias in favour of a particular geographic area. In one example, council officers no longer had a budget to travel to local communities and therefore could not learn directly from citizens about local concerns.

Many submissions commented on the role of community councils, recognising their statutory position, but the lack of power they have to effect change. Views expressed about the potential of community councils and other community organisations to take on new powers over local decision-making are discussed in section five.

Barriers to participation

In responding to the question about local decision-making, there were a number of recurring themes about the kinds of barriers that prevent people from getting involved. These are summarised in the table below:

Category	Description
Information	Lack of information about how to be involved, what opportunities there are to participate; where and how decisions are taken. Information not reaching marginalised communities about services available to support inclusion.
Complexity	System complicated – difficult to understand who is responsible for what, how things work and how to influence.
Accessibility	Transportation is non-existent or poor – and expensive – in areas. Most formal decision-making fora meet during working hours; the time available to participate can be a factor. Physical accessibility a key issue for many disabled people.
Lack of support for engagement	Inadequate support for people to overcome a range of barriers to involvement: practical barriers such as caring and other family responsibilities; and the range of barriers to inclusion experienced by marginalised and disadvantaged communities.
Style of participation	The language and behaviours of public authorities and the ways in which forums and meetings are organised restrict or discourage participation.

Section 4: Do people want more control over decisions that affect their community?

This section describes what people said in response to the DM question:

Would you like your local community or community of interest to have more control over some decisions? If yes, what sorts of issues would those decisions cover?

The clear evidence from the submissions to DM is that people do want to have more control of decisions on issues that matter to them. This is particularly the case for decisions that are seen to directly affect communities, the control of which should be exercised more locally. The vast majority of submissions expressed views that demonstrate a strong desire for a change to the status quo.

There were some responses that described concerns; people who felt that control should not be devolved. For some, this concern was rooted in a worry that the responsibility involved in taking control of decisions was too much to ask of people, and a concern about, or a lack of confidence in, the capacity of communities to hold that responsibility. Some people were worried about how to respond to people's demands, and being held accountable for meeting them – as reflected in this quote from a community conversation: *“We don't want control of libraries – everyone would want them open all the time.”* Others raised concerns about how national standards or equalities would be maintained if power was devolved.

It was clear, however, that what people understood by the term ‘control’ varied. Control was understood in terms of different kinds of participation in decision-making. For some this was about being able to give their views as part of decisions being made, and to have some influence. People wanted their input to lead to what they saw as better decisions that led to practical action that improved their community.

For some while expressing a wish for more control, it prompted them to ask what was meant by control:

“Are we talking about communities making the decisions or just ‘being involved in’ the decision-making? Where does ownership begin and end?”

At the other end, submissions were clear that it was about communities having the power and the resources to make decisions themselves. The different expressions of control in submissions can be described broadly in terms of:

- **Influence** – having a voice in, and an impact on, decision-making.
- **Transparency and accountability** – public authorities being transparent about their decisions and communities being able to hold them to account for those decisions.
- **Authority** – having the authority and resources to take decisions.

Influence

The idea of influence described in submission was circumstances that allowed people to make a meaningful contribution to decisions that affected their lives. They contrasted that with any process that they experienced as a ‘tick-box exercise’. People want their voices to make a difference to the decisions that are taken. The following extracts from two submissions illustrates that view:

“We wish our voices to be heard.” (asylum seeking group)

“We want to have a say in local issues and also have the ability to feed into bigger issues.” (women’s group)

What came through very strongly was that people want to have more influence about what happens in their communities. The current approach of consultations does not give people influence; one person noted *“Whilst people have taken part ... many still are of the opinion that they are not listened to, and this is process rather than progress.”*

Transparency and accountability

The theme of transparency and accountability was a very strong one throughout the submissions. People wanted public bodies and elected representatives to communicate honestly and directly. Formal and statutory arrangements for accountability did not seem to translate into

the way people experienced public services. There was a sense this should be done as a principle, to demonstrate accountability by public authorities to the communities they served.

But there were also practical reasons given for this accountability. There was understanding that decisions are difficult and that not everyone will be happy, but that communities wanted, and needed, to have information that helped them understand the reasons for any particular decision. These extracts illustrate this perspective:

“Listen to people, explain to locals why things can’t be done.”

“Those at the meeting did not want to have to make all these decisions themselves, but they wanted those in decision-making roles to be more accountable.” (community conversation)

Authority

There were submissions from a range of different communities of place and of interest or identity that explicitly supported communities taking direct control of local decisions. This centred on having the authority to take those decisions and the associated resources, and budget, that would allow those decisions to be put into action. The costs of this change were also recognised: that investment in supporting this change, capacity-building and

infrastructure to support communities would also be necessary. At the regional events, some felt that communities with authority over certain decisions would be well placed to also exert influence over, and hold to account, existing decision-makers.

“Communities should have more control over decisions and/or services in their local area.” (community conversation)

“We need both ‘purse strings and the rubber stamp’ locally in order to make decisions – i.e., control over budget and the authority to make the final decision.” (community conversation)

“Local Democracy must come with a budget.” (community conversation)

What outcomes would greater community involvement bring?

Some submissions were able to describe a range of outcomes that communities felt would come from greater involvement and the ability to exercise control over decisions. This was also explored specifically as a discussion topic at the regional events. Most participants had a clear sense of what they would like done differently and were able to express the associated benefits.

Outcomes described covered the benefits from being involved (process), and in the impact in communities. The ‘process’ benefits were often described in terms of

values that people wanted to see expressed and embodied in the way in which decisions were taken. They also spoke to the impact involvement would have on communities own 'sense of self'. The benefits described included:

- Increasing the self-confidence of communities and their sense of worth
- Building the resilience of communities; greater connection and less isolation between community members
- Tapping into innovation and creativity in communities to tackle local issues
- Making tailored decisions to meet different needs of communities
- Increased trust in democracy/decision-making. Less cynicism
- Greater transparency in decision-making, better understanding of decisions
- Decisions based on local knowledge and understanding
- More people will get involved. Getting more young people involved.
- New relationship between state and citizen; between communities and public services/government

The substantive impacts included:

- A more democratic and cohesive society
- Less bureaucracy and red tape
- More efficient and effective services

which better meet the needs of communities

- Health and well-being of communities
- A broad range of improvements to quality of life
- Getting things done – communities able to act more swiftly, more agile and flexible
- Local economic development

What issues do people want control over?

Across the responses as a whole, communities expressed an appetite and ambition for greater involvement in, or control of, decisions on nearly every policy issue for which public authorities have responsibility. In general, it could be seen that the issues identified largely reflected the lived experience and concerns of the specific community of place and/or community of interest or identity.

For some communities, their responses related to very specific issues and concerns that affected the quality of their daily lives in relation to for example, issues of disadvantage and discrimination, inclusion, negative aspects of their local physical and social environment, the quality of their public housing, their access to and use of specific public services.

For other communities, their responses were more about contributing to decisions that would benefit the wider community, meet community wishes and needs, support the social and physical regeneration of their local area. Some of the issues that were identified more frequently were as follows:

Examples of local issues

Community policing: including strategies, community safety

Education: including placements, how schools are run, engaging parents

Environmental maintenance: including dog fouling, litter, cleanliness, fly-tipping, waste collection and recycling

Health and social care provision

Leisure programmes and community services

Local activities and opportunities for children and young people

Physical environment and regeneration: including housing, derelict buildings, gap sites

Planning and development

Public transport: including availability, scheduling and timetabling, siting of bus stops, bus routes

Roads: including general maintenance and potholes, speed limits, traffic calming, cycling provision, gritting and snow clearance, parking availability and charges

The majority of responses indicate that communities want to see changes to how they are involved in decisions that affect their community. There is not support for the status quo. These changes cover, in summary:

- To be treated better by public authorities – a change in culture and behaviour about involving communities in decisions.
- To be better connected – within communities (pooling knowledge and resources); and with decision-makers.
- To be able to participate in decisions about their community; and, for some, that meant to have control over decisions (with the associated resources/budget).
- For decisions that affect their community to be based on knowledge and experience, which lead to action that improves their lives.

Section 5: How do people describe their community: what does it mean to be ‘local’?

This section describes what people said in response to the DM question:

When thinking about decision-making, ‘local’ could mean a large town, a village, or a neighbourhood. What does ‘local’ mean to you and your community?

Many submissions described local in terms of a **specific place, or geography**. For example, it was simply identified as ‘my town’, ‘my village’. In a large city, some submissions described local as being ‘the neighbourhood’. A distinction was often drawn in this case between what were seen as the artificial boundaries around which different public services and councils were organised, and what was described as ‘natural communities’, that made sense to people locally.

Some described it in terms of **size, or distance**, for example: ‘the area you can walk around’.

Others identified that what was regarded as local related to the specific issue. They identified that decisions might appropriately be taken at different ‘levels’ (e.g. national/local/community). The following illustrates this:

‘I live in a village but community to me also includes the whole county. There are some

decisions that affect these as a whole but some that are irrelevant to smaller towns and villages.’ (postcard)

Many submissions also made an association between **social connections, and a shared sense of identity and belonging**. The following extracts from responses illustrate this:

*“a place where there is community spirit”
“old and young working together helping each other”*

Communities of interest/identity were likely to describe ‘local’ in these terms, as based around **shared experience** and identity.

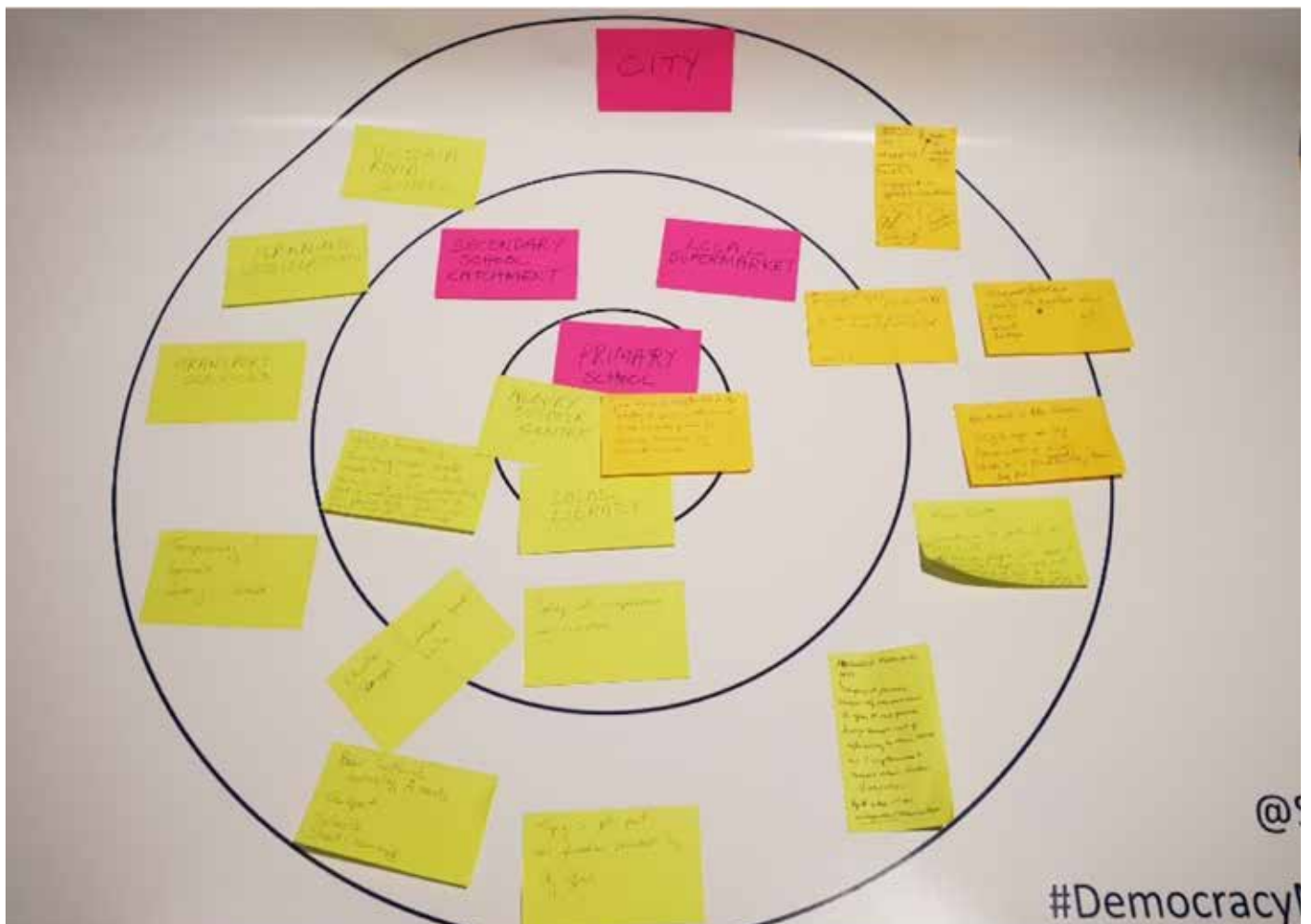
Some submissions made the point that ideas about local need not necessarily refer to a physical place but may relate to communities **online**, an example of this was the LGBTI community.

The difficulty in answering this question is captured by this comment:

“Local is entirely subjective and for many a relative concept. Local is primarily about identity rather than necessarily defining the place where decision-making should happen.”

The photograph below shows how understandings of what it means to be “local” were discussed and represented in one of the community conversations:

There were a few submissions that did try to develop a specific definition of ‘local’ that might operate when thinking about community-level decision-making. For example, a submission suggested that ‘community level’ could be defined by an upper and lower limit on population size, but did not identify the size.



Section 6: What needs to change to support and enable decision-making at the community level?

This section describes what people said in response to the question:

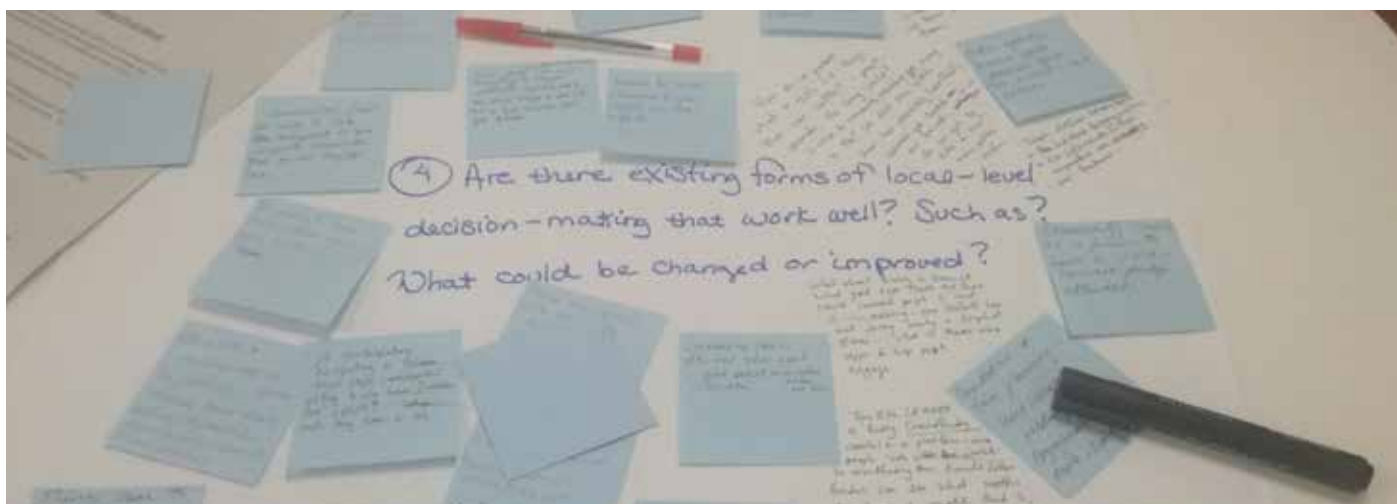
Are there existing forms of decision-making which could play a part in exercising new local powers? Are there new forms of local decision-making that could work well? What kinds of changes might be needed for this to work in practice?

Overall, responses described a broad array of changes that different communities chose to highlight as central to improving their ability to be involved in or be responsible for decisions that affected them.

Communities that did have experience of engagement and involvement with public authorities and decision-making structures were able to draw on that experience and

describe a broad range of changes that could be made to existing forms of decision-making. A few submissions from specific organisations provided worked up proposals of new forms of local decision-making at the community level.

Communities of interest and identity that lacked knowledge and experience of involvement in their community and with decision-making bodies were not able to



describe how changes might be made to forms of decision-making.

The variety of contributions are described in greater detail in the rest of this section.

Existing forms of decision-making

Across the broad sweep of responses, many existing forms of decision-making were identified that might play a role in bringing communities closer to, or involved in local decision-making. But that changes were required in order to make that a reality.

Most often mentioned were community councils, but also community development trusts, community-based housing associations and forums/partnerships that brought together other local community organisations. There was a common view that any new arrangements should reflect local circumstances; that 'one size does not fit all'.

There were a range of views and experiences of community councils described in responses. Many responses on community councils were supportive of, and ambitious for, their potential to take on more local powers, with changes. These highlighted their statutory basis and that they are the only community-level organisation requiring democratic election, but it was felt community councils had not been properly resourced, supported and empowered. A range of issues were identified to be resolved including that councils are not standardly representative of the diversity of their

community, and in practice many community councillors are not formally elected. Some felt a new form or structure of community councils was needed. Commonly, those hopeful about community councils felt that more power and resources would: motivate more diverse and higher quality involvement; allow councils to be more proactive for the community; and that training and support would also help the effectiveness of councillors. As part of these reflections, comparisons were made with the role, status and set-up of English parish councils, which was felt to allow them a more effective role.

Others, fewer in number, held strongly negative views or experiences of community councils and did not think they should take on local decision-making. They were regarded as unrepresentative, ineffective and reactive, self-interested and 'cliquey'.

Other examples of existing decision-making identified included: advisory groups, locality planning groups, community planning partnerships, school boards and parent councils, the Scottish rural and youth parliaments, participatory budgeting arrangements, local third sector organisations, other local community forums.



Responses described a range of changes identified as necessary enablers for community-level decision-making. They covered the following themes:

- Supporting people to participate
- Building participation into the system
- Changing the culture and behaviours of public authorities towards community participation

Supporting people to participate

Many responses, particularly from those communities who described being very distant from decision-making, highlighted the importance of very basic knowledge and information to support participation. This covered knowledge of the rights and responsibilities as individual citizens, the system of democracy in Scotland, information about which public authorities were responsible for decisions on which issues,

information about the ways in which citizens and communities were able to be involved in and influence decisions that affect them.

Responses pointed to the importance variously of education at school and further or higher education to provide foundational knowledge about citizenship and democracy. Also identified was more practical and localised activity to provide information and raise awareness about how to get involved in decisions that affect different communities. This was also raised in relation to measures that would particularly encourage and support the greater involvement of young people.

More specific skills and capacity building activity was also highlighted. This tended to focus on more practical aspects for community groups and organisations, providing knowledge and information, and training, about how to operate as formal organisations (such as governance and accountability, financial, administrative skills), and take on more responsibility.

Some responses also highlighted the contribution of specific roles, positions that could play a significant part in supporting people to participate. This covered people in communities playing a leadership role as a 'champion' for the community, engagement and participation practitioners (working in public authorities or third and community sector); local people training to develop skills to help support and encourage other community members.

The use of technology was a strong theme as an additional method that could better support people to participate. The use of social media, smart phone applications, and online were described variously as means to enable: voting online; better communication and feedback from public authorities, such as live-streaming of meetings; involvement of people who are unable to attend in person, getting community views and opinions, such as through online surveys.

Building participation into the existing system

Some responses highlighted changes that could be made to existing ways citizens and communities could participate in decision-making. These could be further encouraged, used more widely, or strengthened. This included:

- Better consultation: genuine, effective, inclusive
- More use of charrettes
- Local development plans (or community plans)
- Locality planning
- Community action planning
- Participation requests
- Participatory Budgeting
- Place standard

Other suggestions focused on how communities could be better involved in existing forums, groups and decision-making structures such as:

- Access panels – giving local statutory consultee status for disability groups
- Advisory Groups to existing decision-making structures
- Area partnerships – giving equity for community representatives
- Community representation on councils
- Collaborative, partnership working between communities and local public authorities
- Creation of partnership groups to include council and local people
- Representation of local people in quasi-government bodies
- Short-life working groups
- Nurturing and supporting greater involvement from young people

Changing the culture and behaviours of public authorities towards community participation

Responses identified a range of changes to the cultures and behaviours of public authorities in the way in which they treated communities trying to get involved in decision-making. This focused particularly on a change in culture to one that trusted and respected the contribution of communities, achieved a sense of parity of esteem, and which took practical steps to apply inclusive approaches to support diversity.

Across the submissions, a range of positive values were described that people wanted to see expressed in the way in which communities are enabled to participate by public authorities. These values describe:

- How public authorities should treat communities
- How communities and public authorities should work together
- New ways of working in partnership that deliver practical actions to improve outcomes for communities

These values are set out in the table below.

Values to guide our democratic system and community participation

How communities should be treated by public authorities:	How communities and public authorities should work together:	New ways of working to improve outcomes for communities:
<ul style="list-style-type: none"> • Trust • Respect • Parity of system • Openness • Valued • Empowered • Inclusion 	<ul style="list-style-type: none"> • Collaboration • Cooperation • Communication • Listening • Deliberative • Equality • Negotiation • Solidarity 	<ul style="list-style-type: none"> • Innovation • Creativity • Action-oriented • Risk-taking • Vision and ambition • Vibrant

New forms of decision-making

Some community organisations, with knowledge and experience of the current system of decision-making, described possible new structures or mechanisms for community decision-making. For some this was described as requiring a new tier of democracy; but others were explicitly opposed to such a development.

Many identified that any power to take decisions required resource and/or budget in order to deliver those decisions. Suggestions included: using mini-publics: citizens' assemblies or juries; a community charter; community deals (like city deals).

A few organisations provided worked up proposals of new forms of local decision-making at the community level and described how they could be constituted, their accountability, and how they could fit into the existing system of decision-making.

Across the submissions as a whole, a range of measures were variously identified that communities feel would help enable better community involvement in, or control over, decisions.

- Knowledge and education about people's rights and responsibilities as citizens, information about how (and which) public authorities take decisions that affect their communities, and information about how they can get involved in decisions.
- Practical training and organisational development for community groups and organisations to enable them to take on more responsibility.
- Greater influence over decisions made by public authorities and the means to hold those authorities better to account for those decisions.
- Community participation in/membership of existing decision-making institutions/structures (e.g. area communities, local community planning groups).
- New structures of community governance: either changing the functions and/or authority of existing community organisations such as community councils, or development trusts, or community-run housing associations; or designing completely new structures at the community level.

Section 7: Other issues raised

This section describes what people said in response to the final question:

Do you have any other comments, ideas or questions? Is there more you want to know?

There was no single strong general message from responses to this question. Many submissions focused on reiterating points made earlier, particularly in relation to the need for change.

Many expressed the importance of hearing back what was going to happen next in the DM process.

One submission ended with this 'bulletin board' summary:



ANNEX A

Membership of Enabling Group

Name	Organisation
Tressa Burke	Glasgow Disability Alliance
Malcolm Burr (Deputised by Rona Gold)	Society of Local Authority Chief Executives
Carroll Buxton	Highlands and Islands Enterprise
Ian Cooke	Development Trusts Association Scotland
Vicky Freeman (Formerly Dr Elizabeth Ireland)	National Health Service in Scotland
Fiona Garven	Scottish Community Development Centre
Oonagh Gil	Scottish Government
Angus Hardie	Scottish Community Alliance
Martin Johnstone	Church of Scotland
Karyn McCluskey	Community Justice Scotland
Claire McPherson (Formerly Donna Mackinnon)	Scottish Government
Professor James Mitchell	Edinburgh University
Jane O'Donnell (Formerly Brenda Campbell)	COSLA
Tanveer Parnez (Deputised by Danny Boyle)	BEMIS
Kay Sillars (Formerly Dave Watson)	Unison
Willie Sullivan	Electoral Reform Society
Lorna Trainer and Janet Torley (shared membership)	Federation of Small Businesses
Suki Wan	Scottish Youth Parliament



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W W W . G O V . S C O T

Report To:	Policy and Resources Committee	Date:	6 August 2019
Report By:	Head of Legal and Property Services	Report No:	LP/094/19
Contact Officer:	Peter MacDonald	Contact No:	2618
Subject:	2019 Inverclyde Community Council Elections and Review of Administrative Grant Funding		

1.0 PURPOSE

- 1.1 The purpose of this report is to seek the Committee's approval of a timetable for community council elections in the Inverclyde area (the 2019 Inverclyde Community Council Elections), to appoint the Chief Executive as Returning Officer for those elections, and to seek the Committee's approval of discussions being undertaken on a review of the administrative grant funding and potential future review of the Scheme for the Establishment of Community Councils in Inverclyde.

2.0 SUMMARY

- 2.1 The four year term of the community councils in Inverclyde is coming to an end, with the previous elections having been held in October 2015. In terms of the Scheme for the Establishment of Community Councils in Inverclyde, the Council therefore requires to hold elections during the course of this year in line with that four year term.
- 2.2 It is proposed that the elections be held in the October this year, in accordance with the Election Timetable included at Appendix 1 and that the Chief Executive be appointed as Returning Officer to administer these elections.
- 2.3 In light of Elected Member approaches and feedback from the community councils, officers intend to progress discussion with the community councils and the community at large on possible changes to the funding structure currently in place for community councils. Following the elections, officers also intend to seek views on any desired changes to the existing scheme, with a view to a seeking of a formal scheme review in the course of the upcoming community council term.

3.0 RECOMMENDATIONS

It is recommended that the Committee:

- 3.1 appoints the Chief Executive to act as Returning Officer for the 2019 Inverclyde Community Council Elections and delegates authority to him to administer these on the Council's behalf;
- 3.2 notes and approves the Provisional Election Timetable as shown at Appendix 1 and delegates authority the Chief Executive (as Returning Officer) to make such changes to this timetable as are considered appropriate for the effective administration of the election; and

3.3 notes the terms of Parts 5 and 6 of this report in relation to a possible future review of the current Scheme for the Establishment of Community Councils in Inverclyde and the financing of community councils, and approves the proposals for discussion with the community councils and the communities on these matters.

Gerard J Malone
Head of Legal and Property Services.

4.0 BACKGROUND - ELECTIONS

- 4.1 The current Scheme for the Establishment of Community Councils in Inverclyde (the Scheme) was adopted by the Inverclyde Council on 14 April 2011, which Scheme provides that elections for the community councils are to be held on a four yearly cycle, on dates to be determined by the Council. As elections were held in 2015, the current community councils' term is therefore due to come to an end in the course of this year and it is therefore necessary for the Council to:
- a) fix dates for the 2019 Inverclyde Community Council Elections; and
 - b) appoint a Returning Officer for the purposes of these elections.
- 4.2 A draft Election Timetable has been prepared and is included in this report at Appendix 1 for the Committee's approval. As arrangements proceed it may be necessary for the Returning Officer to vary the terms of this timetable.
- 4.3 Nomination Forms will be made available on the Council website, from all Council libraries, from the Customer Service Centre and directly to the current community councils. Completed nomination forms (signed by a qualifying nominee and qualifying proposers and seconders) will require to be submitted to the Returning Officer by the Close of Nominations, as per the Election Timetable.
- 4.4 In terms of the Scheme, to be nominated as a member of a community council, or to act as a proposer or seconder on a Nomination Form, an individual must:
- a) be resident in the community council area;
 - b) be named on the Electoral Register for the community council area;
 - c) be aged 16 or over; and
 - d) not currently be elected as a Member of this Council, or of the Scottish, UK or European parliaments.
- 4.5 In terms of the Scheme, there is a maximum number of members for each community council. For each community council area, following the Close of Nominations:
- a) if the number of validly nominated candidates is less than half the maximum number of members, no community council will be formed for that area;
 - b) if the number of validly nominated candidates is between the maximum and half the maximum numbers of members (inclusive) then the election for that area will be uncontested, and all the valid nominees will be elected as members of the community council, as from the date of close of nominations; and
 - c) if the number of validly nominated candidates is greater than the maximum number of members, then the election for that area will be contested and a ballot will be arranged in accordance with the Election Timetable.
- 4.6 Officers will liaise with each of the existing community councils to arrange availability of their usual meeting venues in line with their usual cycle of meetings, in order that:
- a) for areas with a contested election, that venue may be used to host a poll; and
 - b) for areas with an uncontested election, that venue may be used for the first meeting of the newly formed community council.
- 4.7 In terms of the Scheme, to vote in a community council election, an individual must:
- a) be resident in the community council area;
 - b) be named on the Electoral Register for the community council area; and
 - c) be aged 16 or over.
- 4.8 Any polls will proceed by way of secret ballot and voting in person. The elections will proceed on a modified first past the post system, in that:
- a) voters will be allowed to make a number of votes (up to the maximum number of members for that community council) on one ballot paper; and

b) each vote will be of equal ranking.

- 4.9 Officers in Legal and Property Services are in regular liaison with colleagues in Community Learning and Development (CLD) to promote participation in community councils, and following appointment of the Returning Officer will continue to be so with a focus on the upcoming elections. Potential candidates have been identified by CLD Service staff and are being supported to put themselves forward for election. CLD has a key role in supporting this process.
- 4.10 It is recognised, however, that there is a need to reach the wider community and in liaison with Corporate Communications, promotion of participation will be progressed through the Council website, social and local media.
- 4.11 If for one or more of the community council areas a community council is not formed as part of this election process, the Council may issue a further call for nominations in respect of such areas within a period of 6 months from the date of the Close of Nominations in this first call. Should this circumstance arise, officers will submit a further report to the Committee.

5.0 BACKGROUND – SCHEME REVIEW

- 5.1 Having regard to changing circumstances or to any representations made to it, the Council is required from time to time to review the Scheme, in terms of Section 53 of the Local Government (Scotland) Act 1973, and bring forward amendments to that Scheme, where it considers that it ought to be amended. The Council is required to consult on any such amendment, and to have regard to responses to such consultation in any decision to amend. Any formal decision to review, or to subsequently amend, the Scheme requires to be made at a special meeting of the Council for that purpose, and to be passed by resolution with at least a 2/3 majority.
- 5.2 The Scheme in current form was implemented following such a process, and as stated above was adopted on 14 April 2011. The Scheme as adopted follows closely the Model scheme published and promoted by the Scottish Government in 2009, following the review of Community Councils undertaken in 2005, and the subsequent recommendations put forward by the Scottish Government's Community Council Working Group. The current Scheme is published on the Council's website at www.inverclyde.gov.uk/communitycouncils .
- 5.3 As the last review of the Scheme was 2011, consideration should be given to completing a formal review at some point prior to the next round of anticipated community council elections in 2023. Any such review would consider any need for changes to:
- (a) the terms of the Scheme itself; and
 - (b) the community council area boundaries.
- As regards (a), specific points officers anticipate being subject of discussion are the maximum and minimum numbers of members, and permitted levels of co-option. As regards (b), officers anticipate a desire for some changes to boundaries to take account of changes to local government ward boundaries that have taken place since 2011, and to both encourage establishment of community councils in areas where they are not yet established, and improve the sustainability of community councils in areas where they are.
- 5.4 A formal decision by the Council to review the Scheme is subject to the specific requirements detailed above, however following completion of the election process Officers intend to start a discussion with the community councils and the communities at large as to any issues they have with the current scheme, and any changes they would wish considered in any future review. These discussions and views can be taken account of in any future report seeking a formal decision to review. The purpose of this report is to seek approval of this approach.

6.0 BACKGROUND – FINANCING COMMUNITY COUNCILS

- 6.1 The Scheme in present form provides that the Council may provide an Administrative Grant to community councils, at such level as it may from time to time determine. The current structure of such grant funding was approved at the meeting of the Regeneration Committee on 1 September 2011.
- 6.2 The current structure of annual Administrative Grant is made up as follows, namely following the deduction of certain costs (primarily election and insurance expenses) the annual budget community council budget is divided amongst the community council areas by way of the grant, which is made up of an initial sum of £700.00 per area, with the remaining sums available divided according to population (based on figures as at 2011). The community council budget is set annually and both election and insurance costs vary from year to year.
- 6.3 The Regeneration Committee also approved guidance for the community councils on the permitted uses of the Administrative Grant at its meeting of 19 January 2012, which was itself based on the Scottish Government's "Good Practice Guidance for Local Authorities and Community Councils", also published after the 2005 review. This sets out the broad headings of administrative costs that it is permissible for community councils to apply their Administrative Grant to. This guidance is shown at Appendix 2.
- 6.4 The terms of the guidance do restrict the ways in which community councils can spend the funds provided by the Council (although not funds they may raise in other ways). Officers are on occasion approached to consider whether or not proposed projects which, whilst often desirable projects with identifiable community outcomes, are not at first reading permitted uses of the Administrative Grant. Officers do work with community councils, as often such projects can be structured in such a way as to provide a promotional benefit for the community council, meaning they are permissible spends. These are looked at on a case by case basis, and the important considerations are the promotional benefit that can be objectively anticipated, and the proportionality of the spend in the circumstances. Examples of such projects are provided at Appendix 3.
- 6.5 Under this structure, the exact level of grant provided does vary from year to year, but for each community council area broadly approximates to an initial figure of £700.00 plus a further figure in the region of 10p to 11p per head of population. It is not possible to confirm figures for this financial year as election costs have not yet been finalised, however a breakdown of the grants calculation for year 2018-19 is set out at Appendix 4.
- 6.6 This does appear to be a greater allocation than neighbouring authorities provide, for example:
- Renfrewshire provide an initial grant of £600 plus 6p per head of population;
 - North Ayrshire provide an initial grant of £200 plus £30 per 1000 head of population;
 - East Ayrshire provide an initial grant of £200 plus 3p per head of population (based on population >16 years of age).
- A number of the community councils do carry significant balances from year to year which would suggest that the sums currently provided exceed that required for strict administrative costs. This is also evidenced by the varied scope of projects which have been progressed as promotional activity.
- 6.7 The Chief Executive has been approached by Councillor Ahlfeld seeking discussion of possible changes to the funding structure currently in place to afford greater flexibility as to their expenditure. Officers recognise the benefits that community led projects bring to the communities, and that they assist community councils in their role, raising their profile and sustainability.
- 6.8 Officers therefore intend to enter discussion with the community councils and the wider community on a possible restructuring of the funding package presently available. The

purpose of this report is to seek approval for such a process, with a further report being brought to the Committee in due course with feedback from those discussions and more detailed options for consideration. Officers will at that time also address any proposals in the context of the Council's programme of participatory budgeting.

6.9 A number of options can be considered in this context:

- Leaving the funding structure entirely as is;
- Retain the existing budget and grant level but remove all restrictions on use;
- Retain the existing budget but split each grant to have part as constrained administrative grant and part to be spent as the community councils see fit; and
- Retain the existing budget and reduce the individual grants, leaving the remaining budget as a fund to which Community Councils can apply to fund projects; or
- Reduce the overall budget and the level of the grant.

Each of these options have pros and cons, and further options may of course emerge from the discussions with the community councils and communities. The approach of officers to such consideration will be a balancing of maintaining robust and proper stewardship of the public pound whilst at the same time affording flexibility to encourage community councils to bring forward community led projects with community benefits. This more detailed consideration of options will be the subject of the future report to the Committee and will have regard to the feedback received from the community councils and communities.

7.0 IMPLICATIONS

Finance

7.1 Advertising costs will be incurred as part of the election process, but will be contained within existing budgets for community council funding. Similarly, staffing requirements for ballots held will be met from existing Council resources. It is not possible to accurately forecast the advertising costs or staffing requirements as the numbers of notices and ballots required will be dependent on the outcome of the nomination and election processes.

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

7.2 The Council is required to administer community council elections in terms of the Scheme.

7.3 The Council is required from time to time to review its Scheme in terms of Section 53 of the Local Government (Scotland) Act 1973, and where the Council considers it appropriate to do

so, amend the Scheme having regard to changing circumstances and any representations made to it. Amendments to the Scheme do require to follow the statutory process set out at that Section. Decisions to either review or to amend the Scheme require to be passed by a resolution of not less than 2/3 majority at a special meeting of the Council convened for this purpose.

- 7.4 In terms of the Scheme, the Council may provide an Administrative Grant to community councils, at such level as may from time to time be determined by the Council. This can be varied by the Council **without** formal amendment of the Scheme.

Human Resources

- 7.5 None.

Equalities

- 7.6 As it is open to any individual:

- residing in a community council area;
- aged 16 or over; and
- named on the Electoral Register for that area,

to seek election as a member of that community council (subject to the comments at part d) of paragraph 4.4 above) **and** to vote in community council elections, these elections promote equality, diversity and inclusion in the communities.

- 7.7 Officers will take reasonable steps to make nomination forms are available in alternative formats on request. All venues for ballots will be reasonably accessible to members of the public.

Repopulation

- 7.8 None.

8.0 CONSULTATIONS

- 8.1 The Head of Culture, Communities & Educational Resources and the Chief Financial Officer have been consulted in the preparation of this report.

- 8.2 The Corporate Management Team have approved the terms of this report.

9.0 LIST OF BACKGROUND PAPERS

- 9.1 None.

Appendix 1

Election Timetable – 2019 Inverclyde Community Council Elections.

No	Task	Comment	Date
1	Appoint a Returning Officer and start the formal election process.		6/8/19
2	Make nomination forms available at libraries, online and directly to community councils.		not later than 2/9/19.
3	Notice of Election.	<p>Public notice online, in libraries and in the Customer Contact Centre and inviting nominations.</p> <p>This will include:</p> <ul style="list-style-type: none"> • details on how to obtain nomination forms; • the date and time of close of nominations; and • the dates of any polls that may be held. 	2/9/19
4	CLOSE OF NOMINATIONS	Nominations received later than the date and time of close will not be accepted.	4.00pm on 16/9/19
5	Notice of Validly Nominated Candidates.	Public notice online, in libraries and in the Customer Contact Centre.	As soon as practicable following 4.
6	Declaration of Result for uncontested community councils.	For community council areas where the number of validly nominated candidates is between the maximum number and half the maximum number of members (inclusive), public notice online, in libraries and in the Customer Contact Centre will confirm the formation and membership of the community council. This will include details of the first meeting to be held and, if practicable, will be combined with the notice at item 5 above.	Per 5.
7	Notice of Poll for contested community councils.	For community council areas where the number of validly nominated candidates exceeds the maximum number of members, public notice online, in libraries and in the Customer	Per 5.

		<p>Contact Centre will confirm the place date and time at which a poll will be held, and a time and place in each case for a count.</p> <p>If practicable, this notice will be incorporated in the notice at item 5 above.</p>	
8	For contested community councils, last date for withdrawal of a nomination.		4pm on 23/9/19
9	First meeting of uncontested community councils/polling date for contested community councils.	Officers are liaising with the each existing community council to arrange for these to take place in the normal cycle and venues for the community council meetings.	October 2019 (first anticipated 2/10/19)
10	Count for contested community councils.	These will be held as soon as practicable following any poll, however where polls are held in close succession, the counts for more than one community council may be held on the same day.	As soon as practicable following 9.
11	Declaration of Result for contested elections.	Public notice online, in libraries and in the Customer Contact Centre. If practicable, this will include details of the first meeting to be held.	As soon as practicable following 10.
12	First meeting of contested community councils.	Officers are liaising with the community council to accommodate this in the normal cycle and venues for meetings.	November 2019.

Appendix 2

Existing Guidance on the use of Administrative Grant

COMMUNITY COUNCIL FINANCE

Section 12 of the Scheme for the Establishment of Community Councils in Inverclyde refers to the provision of an 'initial administrative grant to community councils to assist with the operating costs of the community council.' The following guidance is intended to assist Community Councils in their interpretation of what is acceptable expenditure of their administrative grant.

Grants - Acceptable Areas of Expenditure

The purpose of the administrative grant is to cover the costs in administering community council business. Examples of such costs are detailed below:

- Insurance
- Auditors' fees
- Production and circulation of minutes, agenda and annual reports
- Stationery
- Photocopying
- Postage
- Travel costs
- Telephone costs
- Accommodation lets
- Affiliation fees
- Subscriptions
- Bank charges
- Advertising
- General Publicity and promotional activities
- Consultation with the community

Community councils may generate income from sources other than Inverclyde Council. This income may be applied towards expenditure not contemplated by the grants awarded by the Council. The accounts of the community council will, however, disclose all income from whatever source it is obtained and will show all expenditure even where it is not simply the expenditure of the Council grant.

Accounting Procedures – Cash

- Each community council should have a cash book and all income and expenditure should be recorded in it. The date, description, amount and receipt number should also be recorded.
- The community council should nominate three unrelated office bearers to act as signatories to the community council bank accounts. All cheques and withdrawals should require two from three signatures. Any changes to authorised signatories should be approved by the community council.
- The level of cash held should not be excessive and should be in proportion to the monthly expenditure.

- Banking should be made intact. All income received should be banked and should not be used to meet expenditure. If funds are required for incurred expenditure they should either be paid by cheque or alternatively cash should be withdrawn from the bank.
- Once a banking has been made the stamped bank pay-in slip should be retained and checked against the bank statement or bank book to ensure that the income has been credited correctly.

Accounting Procedures – Expenditure

- All expenditure must be approved in advance by the community council.
- All expenditure must be accompanied by proof of purchase, either an expenditure voucher or receipted invoice.
- Receipts should be given a sequential number and filed accordingly.
- Details of the expenditure should be recorded in the cash book as soon as the expenditure is incurred. Where a receipt is not available, the person making the purchase should complete a form stating the nature of the expenditure. The form should be authorised by a member of the community council committee.
- A current account will normally be used for day to day transactions with a further deposit and/or saving account, as required, so that interest may be attracted on accumulated funds.
- The treasurer should await the bank statements and once received should carry out a bank reconciliation to ensure that the bank balance agrees with the balance recorded in the cash book. All bank statements should be retained.
- Where petty cash is issued all petty cash vouchers should be signed by the person requesting the money and countersigned by the treasurer or other authorised signatory - this must not be the person who is requesting the expenditure. All receipts for items of expenditure should be retained and attached to the appropriate petty cash voucher.
- Reimbursement of travel expenses should only be available to persons on official community council business. Claimants should submit a detailed record of dates, times, destination, reason for travel and mode of transport. Reimbursement of travel expenses (for example bus, taxi, train, parking fees etc) should only be awarded if accompanied by an appropriate receipt.
- If the community council requires telephone calls to be made, reimbursement of expenses can be made at the discretion of the community council. The person making the claim should submit the itemised telephone statement highlighting the calls claimed. Reimbursement will be authorised by the community council.

Accounting Procedures - Annual Accounts

The following paragraphs merely reinforce income and expenditure matters dealt with earlier in this guideline.

- An annual income and expenditure statement of all accounts including all income and expenditure must be prepared at the end of the community councils' financial year and must be examined by a person unconnected with the fund.

- The audited accounts must be presented to the community council and in course a copy passed to the Local Authority officer.
- An example of an annual income and expenditure statement is detailed in the attached appendix. All of the information within the account is fictitious and used only as a guide on how to prepare accounts.

Accounting Procedures – Inventory

The community council must maintain an inventory detailing all the assets of the community council. The inventory should be updated on an ongoing basis for additions and deletions. An example for an inventory is provided below.

**COMMUNITY COUNCIL
STATEMENT OF ACCOUNTS**

**Income Expense Account
for period of ___ to ___**

	£'s	£'s
Balance brought forward		
Income		
Admin Grant	0.00	
Discretionary Grant	0.00	
Bank Interest	0.00	
		<u>0.00</u>
Expenditure		
Insurance	0.00	
Accommodation Costs	0.00	
Auditors Fees	0.00	
Subscriptions	0.00	
Travel Expenses	0.00	
Publication of Minutes & Agendas	0.00	
Publication of Newsletters	0.00	
Stationery	0.00	
Photocopying	0.00	
Postage Costs	0.00	
Telephone Costs	0.00	
Other Expenses	0.00	
Other Expenditure	0.00	
		<u>0.00</u>
	Balance Surplus	<u><u>0.00</u></u>
Represented by:		
Cash In Bank		
Cash In Hand (Treasurer's Float)		
		<u><u>0.00</u></u>

As Prepared by _____

Examiner's Details

Name
Designation
Organisation
Address
Telephone

The above statement has been compiled from the available books and records and explanations.

Signed
Date

_____ (Examiner)

Chairperson's Signature

Date

Treasurer's Signature _____

Date _____

Appendix 3

Examples of Promotional Expenditure

The following are examples of activities which have previously been considered allowable expenditure for promotional purposes:

- Paying for school prizes at a school in their area (approx. £50 to £75 per prize) - the community council funding of this prize should be made clear, e.g. a member of the community council presenting it at a prize giving attended by both pupils and parents.
- Paying for a children's entertainer (Santa at a community Christmas event, cost was approx. £200 to £250) - the provision by the community council should be made clear at the event.
- Contributing to the cost of providing posters to decorate the classrooms at a local primary school (cost was approx. £75) – again to be made clear by the school that they were provided with community council assistance.
- Organising a prize at a Christmas "best shop window" competition. In this example, the community council worked in partnership with the local shops and the competition was funded in conjunction with a raffle.
- Contribution to the installation and maintenance of community accessible defibrillators. Costs and level of contribution vary. There have been a number of these in recent years. A dedication plaque is placed at the site, and the community councils get promotional benefit from attendance at an unveiling and/or local press coverage.

Appendix 4

Community Councils Administrative Grant Calculation 2018/19

Total CC Budget	£17,660.00
LESS Deductions	
(a) Annual Insurance Policy	£637.78
(b) Election Costs	Nil
Total Deductions	£637.78
Total Grant Budget	£17,022.22
Basic Grant per CC	£700.00
Basic Grant Budget (11 x above)	£7,700.00
Total Grant Budget	£17,022.22
LESS Basic Grant Budget	£7,700.00
Enhanced Grant Budget	£9,322.22

	Community Council Area	2011 Population	% of Grant	Basic Grant	Enhanced Grant	Total Grant
1	Gourock	8600	0.106068	£700.00	£988.79	£1,688.79
2	Greenock Central	11838	0.146004	£700.00	£1,361.08	£2,061.08
3	Greenock East	8217	0.101344	£700.00	£944.75	£1,644.75
4	Greenock Southwest	6135	0.075666	£700.00	£705.38	£1,405.38
5	Greenock West & Cardwell Bay	11263	0.138912	£700.00	£1,294.97	£1,994.97
6	Holefarm & Cowdenknowes	2351	0.028996	£700.00	£270.31	£970.31
7	Inverkip & Wemyss Bay	5314	0.06554	£700.00	£610.98	£1,310.98
8	Kilmacolm	5107	0.062987	£700.00	£587.18	£1,287.18
9	Larkfield, Braeside & Branchton	7050	0.086951	£700.00	£810.58	£1,510.58
10	Port Glasgow East	8215	0.10132	£700.00	£944.52	£1,644.52
11	Port Glasgow West	6990	0.086211	£700.00	£803.68	£1,503.68

Total		81080	1	£7,700.00	£9,322.22	£17,022.22
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Report To:	Policy and Resources Committee	Date:	6 August 2019
Report By:	Head of Organisational Development, Policy & Communications	Report No:	HR/13/19/GB
Contact Officer:	George Barbour/ Barbara McQuarrie	Contact No:	01475 712385/2845
Subject:	VE Day 75 Commemorations		

1.0 PURPOSE

- 1.1 The purpose of this report is to inform the Policy and Resources Committee of the UK Government's decision to change the date of the May bank holiday to mark the 75th anniversary of VE Day and to seek a view on the option to incorporate this as an additional bank holiday and whether 'May Day' should continue to be recognised locally.

2.0 SUMMARY

- 2.1 The UK Government has approved a change in the date of next year's early May bank holiday from Monday 4 May to Friday 8 May 2020 to mark the 75th anniversary of VE Day. The holiday will form part of a three day weekend of commemorative events nationally.
- 2.2 The timing of the decision to change the May bank holiday means that an amendment is required to the school session term dates for 2019/20 and Inverclyde Council's public holidays. The Education and Communities Committee previously approved the school term dates for session 2019/2020 at its meeting on 4 September 2018. Similarly, Inverclyde Council's public holidays for 2020 have been approved and are published on the council's website.
- 2.3 At the most recent Strategic Leadership Forum (SLF), officers sought the view of Members on the proposal and an alternative has emerged which is, while supportive of the proposal to mark the commemoration of VE day, to continue to recognise Monday 4 May (May Day) in addition to designating Friday 8 May (VE Day) as a bank holiday.
- 2.4 Any change to previously agreed public and school holidays requires the Council to give parents, employees and the community as much notice as possible and following Policy and Resources communication with Council staff would take place and a report will be submitted to the Education and Communities committee on 29 August 2019.
- 2.5 The Council also proposes to support the national commemorations by encouraging local groups, churches, businesses and other organisations to commemorate the 75th anniversary of VE day over the weekend of Friday 8 May to Sunday 10 May 2020 with the Council's focal point being the start of the Scottish piping season at the Gourock Highland Games on Sunday.

3.0 RECOMMENDATIONS

- 3.1 The Policy and Resources Committee is asked to consider the options set out in 5.0 and agree to:
- One of the options at 5.1, 5.2 or 5.3 as the Council's preferred choice.
 - That a report is prepared for the next meeting of the Education and Communities Committee to reflect the Committee's decision on the arrangements for the May holiday.
 - Encourage the wider community to support VE Day 75 anniversary and include a focus of commemoration activity at the Gourock games event on Sunday 10 May 2020.

Steven McNab
Head of Organisational Development,
Human Resources & Communications

4.0 BACKGROUND

- 4.1 8 of May 1945 was the day peace emerged after nearly six years of war and the 75th anniversary on 8 May 2020 represents an important milestone in our history.
- 4.2 Nationally celebrations of VE Day 75 are being led by the Pageantmaster with three days of commemorations planned throughout the UK from Friday 8 May to Sunday 10 May 2020.
- 4.3 In addition, the UK Government has agreed that the existing May Day public holiday on Monday 4 May 2020 should be moved to Friday 8 May 2020 to mark VE Day 75.
- 4.4 At a recent meeting of the Strategic Leadership Forum, Members were supportive of commemorating the 75th anniversary of VE Day on Friday 8 May but also considered this as an additional public holiday while retaining support for May Day on Monday 4 May 2020.
- 4.5 After reviewing the options set out at 5.0, the Corporate Management Team (CMT) is supportive of following the UK Government proposal to move the existing May Day holiday to Friday 8 May 2020 (Option 5.1) and highlighted concerns over indirect financial costs and impact on services to the public of additional public holidays.

5.0 OPTIONS FOR CONSIDERATION

5.1 Move the existing public holiday from Monday 4 May 2020 (May Day) to Friday 8 May 2020 (VE Day)

This would be mostly cost neutral as it swaps one public holiday for another and is the option proposed by the UK Government and already adopted by a number of UK councils. There may be a small number of employees affected by a change of public holiday from Monday to Friday. For example working patterns for some services include shorter shift patterns on Friday, therefore local arrangements may need to be put in place though it is expected that this can be managed directly by services. Representatives of the GMB, Unison and Unite unions have highlighted issues around working patterns with the change of holiday from Monday to Friday including shorter shift work patterns and Friday being a shorter working day. This change would require formal approval for schools through the normal approval process for school holidays but would have no direct impact on the 195 school working days.

5.2 Recognise VE day in 2020 as an additional public holiday on Friday 8 May 2020 and retain the public holiday on Monday 4 May 2020 (May Day)

There would be cost and service delivery implications with this option. In relation to teaching staff there would continue to be a requirement to have 195 school working days so the school calendar would require to be adjusted accordingly. However, if an additional public holiday was granted to other local government employees within Inverclyde only essential services would be available on this day. Any employees delivering essential services would receive enhanced payments / time off in lieu at a later date. The additional costs for enhanced payments would be in the region of £100k. In addition there would be some extra cost in certain processing teams who will have a day's work to catch up on.

5.3 Recognise VE day in 2020 as an additional public holiday on Friday 8 May 2020 and recognise May Day on Monday 4 May 2020 as an additional annual leave day

As with 5.2 there would be cost and service delivery implication for this option although less costly than above as the Council would not pay 'public holiday' enhanced pay. However those employees delivering essential services (e.g. social work) will require an additional annual leave day at a later date which will require to be covered potentially with overtime payments. An estimated allowance for this is estimated to be between £10-20,000 Similar to 5.2 there would be some extra cost in certain 'processing' teams who will have a day's work to catch up on. The school calendar would also require to be adjusted accordingly.

6.0 COMMEMORATING VE DAY 75

- 6.1 Nationally the office of Pageantmaster leads major commemorations and to commemorate VE Day 75 proposals have been developed to mark the occasion across the UK over three days – Friday 8 May – Sunday 10 May 2020.
- 6.2 Anyone planning services or commemoration events locally will be encouraged to register their participation on the national website: www.veday75.org
- 6.3 The national commemoration proposals incorporating Inverclyde opportunities to commemorate include:

FRIDAY 8 MAY 2020

3pm – Battle's O'er & VE 75 Years

3pm is the time Winston Churchill officially announced the end of WW2 from the Cabinet Office at 10 Downing Street, London.

Pipers from around the world will open VE Day 75 by playing Battle's O'er and VE 75 Years at 3pm local time in the country they are in, paying tribute to the millions who gave so much to earn our freedom today. Battle's O'er is the traditional tune played by pipers at the end of a battle, and VE 75 Years has been specially written for this occasion by Pipe Major Roger Bayes of the City of Norwich Pipe Band. Inverclyde pipers will be encouraged to take part in the commemorations by playing at 3pm across the area.

3pm – The Nation's Toast to the Heroes of WW2

The British Beer & Pub Association has produced, through the Pageantmaster's office, a 'pub toolkit' to encourage licensed premises to encourage customers to raise a glass as part of the nation's toast at 3pm. It is proposed that this toolkit is distributed to every licensed premise in Inverclyde to encourage participation.

7pm – A Cry for Peace Around the World

Town Criers and others around the world will be undertaking 'A Cry for Peace Around the World' kindly written for this occasion by Crier Peter Taunton.

The cry, which can be downloaded from the website, will be performed at 7pm local time in locations around the world, starting in New Zealand. Locally it is proposed that the Provost read this 'cry for peace' at an appropriate location in Inverclyde and that local groups and organisations are encouraged to hold their own events and activity to encourage commemoration:

*Citizens, one and all,
Please join this cry for peace, that you now hear from me.
Remember men & women, old & young, who died to make us free.
The women left at home did not just sit and wait.
They toiled in harsh conditions before dawn to very late.
Factories, farms, other essential jobs, the women were quick at learning.
They worked, some died, to keep the home fires burning.
As we remember this special day, do not forget that every day someone needs
your aid,
Do not put away your poppies, letting your memories fade.
Celebrate with the knowledge that VE Day is also a time to remember,
Beyond the solemn wreaths of the 11th of November.
Let's thank all those who have gone before, with their colours proudly unfurled.
Join us as united we say, "Peace to the world".*

7pm – Ringing out for Peace

Bells in churches and cathedrals will ring out at 7pm in a collective celebration of VE Day 75. The sound of church bells is deeply rooted in British culture and local churches across Inverclyde will be encouraged to participate at the allotted hour with celebrations and parties taking place in the evening and on Saturday 9 May 2020.

SUNDAY 10 MAY 2020

10.30am – Church services of celebration and commemoration

Services will take place in cathedrals and churches throughout the UK, Channel Islands and the Isle of Man to celebrate and commemorate and locally churches in Inverclyde will be encouraged to join the celebration.

Noon – 6pm – Tribute to the millions and the last post

The Gourock Highland Games takes place on the weekend of the commemorations and holds a unique place in Scotland as the event that traditionally marks the start of the Scottish Highland Games and Piping season.

It is proposed that the Council works in partnership with the Royal Scottish Pipe Band Association (RSPBA) to mark the occasion of VE Day 75 including incorporating the playing of Battle's O'er (pipes), The Last Post (bugler) and the reading of the 'Tribute to The Millions' message (appendix 1).

7.0 IMPLICATIONS

7.1 Finance

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A			Option 5.2: Potentially £100		To be contained within existing budgets.

Annually Recurring Costs/ (Savings)

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

7.2 Human Resources

Union representatives have highlighted concerns around changing public holiday dates from Monday to Friday due to the shorter working day and some shift patterns being different on Fridays for employees.

7.3 Legal

N/A

7.4 Equalities

Has an Equality Impact Assessment been carried out?

YES (see attached appendix)

NO -

7.5 Repopulation

N/A

8.0 CONSULTATION

8.1 Consultation has taken place with union representatives and with the Strategic Leadership Forum on the proposal to move the Monday holiday to Friday.

9.0 BACKGROUND PAPERS

9.1 None.





VE DAY
75TH ANNIVERSARY
A SHARED MOMENT OF CELEBRATION
8 - 10 MAY 2020

Tribute to The Millions

Let us remember those who so selflessly gave their lives at home and abroad, whose sacrifice enables us to enjoy the peace and freedom we have today.

Let us remember those who came home wounded, physically and mentally, and the friends and family who cared for them.

Let us remember those who returned to restore their relationships and rebuild their working lives after years of dreadful conflict and turmoil.

Let us remember the families that lost husbands, sons and sweethearts.

Let us remember the servicemen, merchant seamen, miners, brave civilians and others from Commonwealth and Allied countries who fought, suffered and died during several years of war.

Let us remember those in reserved occupation and the brave people who kept us safe on the home front - the doctors and nurses who cared for the wounded, the women and men who toiled in the fields, those who worked in the factories, who all played such a vital role in the war effort at home.

**LOWESTOFT
SIXTH FORM COLLEGE**
Designed by Elle Crebbin of
Lowestoft Sixth Form College

Bruno Peek
Bruno Peek IVO OBE OPR
Pageantmaster
VE Day 75

Report To:	Policy and Resources Committee	Date:	6 August 2019
Report By:	Head of Organisational Development, Policy & Communications	Report No:	HR/12/19/SMcN
Contact Officer:	Steven McNab	Contact No:	2015
Subject:	Voluntary Severance & Pensions Discretions Policy		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Committee of the proposed approach to a targeted Voluntary Severance Trawl to support the development of budget savings for 2020/23. This report also seeks the approval from the Committee to changes to the Council's Pensions Discretions Policy to further support the delivery of budget savings and give greater flexibility to release employees where value for money per the Council Policy can be demonstrated.

2.0 SUMMARY

- 2.1 The Council's current Voluntary Severance Policy was approved by the Policy and Resources Committee on 24 September 2013 and aims to ensure that any organisational changes which lead to roles being removed from services are managed fairly and consistently and to the best possible benefit of the Council and its employees. The current process for achieving savings where employee or job numbers may be affected is as follows:
- a) Review of vacant posts
 - b) Review of temporary employees
 - c) Voluntary redeployment of affected employees
 - d) Targeted voluntary severance/early retirement trawl
 - e) Use of Matrix to identify displaced employees
- 2.2 It is proposed that this process may be varied in circumstances to support workforce planning and future skills requirements providing the Council's value for money criteria (3 year pay back) can be demonstrated and where employees are released under voluntary severance/early retirement as part of an agreed saving.
- 2.3 The Council's Pensions Discretions Policy Statement was approved by the Committee on 11 August 2015 and under the Scheme of Delegation to officers, the Chief Executive has delegated authority to make changes to this policy in consultation with the Head of Organisational Development, Policy and Communications.
- 2.4 The Pensions Discretions Policy currently allows, in exceptional circumstances, an employee to voluntarily draw their pension (without it being actuarially reduced) from age 55 but before normal retirement age, providing value for money can be demonstrated. At present, final approval for such releases must be obtained by the Policy and Resources Committee. In order to support the delivery of approved budget savings it is proposed that delegated authority is given to the Chief Executive in consultation with the Chief Financial Officer and the Head of Organisational Development, Policy and Communications to approve releases in these circumstances as part of agreed savings.
- 2.5 The Council, at its meeting on 21 March 2019 agreed to give the Chief Executive delegated authority to progress relevant Voluntary Early Release trawls in order to support the development of savings proposals as part of the 2020/23 Budget. The CMT is currently identifying areas where VER trawls would assist the development of savings and it is proposed to progress these trawls in the coming months. This report also seeks the approval of an earmarked reserve detailed in section 7

of the report to provide additional support to HR to undertake voluntary severance trawls and associated work.

3.0 RECOMMENDATIONS

3.1 The Committee is asked to:

- note that targeted voluntary severance trawls will be undertaken to support the development of savings for 2020/23 and agree the use of an earmarked reserve to provide additional HR resources to support this work;
- agree the changes to the current process for achieving savings where employee or job numbers may be affected as outlined in section 5 of this report;
- agree that delegated authority is given to the Chief Executive in consultation with the Chief Financial Officer and the Head of Organisational Development, Policy and Communications to approve early payment of an employee's pension and lump sum without it being actuarially reduced where value for money can be demonstrated as per the Council's Voluntary Early Release Policy and as part of an approved saving;
- note that future reports will be brought back to update Members on the release of employees by the Chief Executive under delegated authority on an annual basis.

Steven McNab
Head of Organisational Development,
Policy & Communications

4.0 BACKGROUND

- 4.1 The Council's current Voluntary Severance Policy was approved by the Policy and Resources Committee on 24 September 2013 and aims to ensure that any organisational changes which lead to roles being removed from services are managed fairly and consistently and to the best possible benefit of the Council and its employees.
- 4.2 The Council's Pensions Discretions Policy Statement was approved by the Committee on 11 August 2015 taking account of the Local Government Pension Scheme (Scotland) Regulations 2014 and the Local Government Pension Scheme (Transitional Provisions and Savings) (Scotland) Regulations 2014. The policy outlines the Council's position in respect of the various discretions which it has the power to authorise in relation to members of the Pension Scheme. The Policy Statement does not impact on teaching staff.
- 4.3 Under the Scheme of Delegation to officers, the Chief Executive has delegated authority to make changes to the Discretions Policy Statement in consultation with the Head of Organisational Development, Policy and Communications.
- 4.4 The Council, at its meeting on 21 March 2019 agreed to give the Chief Executive delegated authority to progress relevant Voluntary Early Release trawls in order to support the development of savings proposals as part of the 2020/23 Budget.
- 4.5 This report proposes some changes to the process for achieving savings where employee or job numbers may be affected. The report also seeks delegated authority to be given to the Chief Executive in consultation with the Chief Financial Officer and the Head of Organisational Development, Policy and Communications to approve early payment of an employee's pension and lump sum without it being actuarially reduced where value for money per the approved Voluntary Severance Policy can be demonstrated.

5.0 PROCESS FOR ACHIEVING SAVINGS

- 5.1 The current process for achieving savings where employee or job numbers may be affected is as follows:
 - a) Review of vacant posts
 - b) Review of temporary employees
 - c) Voluntary redeployment of affected employees
 - d) Targeted voluntary severance/early retirement trawl
 - e) Use of Matrix to identify displaced employees
- 5.2 It is proposed that this process may be varied in circumstances to support workforce planning and releases under voluntary severance/early retirement may be considered prior to the deletion of a vacancy or the termination of a temporary member of staff, providing the Council's Voluntary Severance Policy value for money criteria can be demonstrated as part of an approved saving.
- 5.3 Recent workforce profiling reports have highlighted that the Council continues to have an ageing workforce with the percentage of employees over 55 years of age increasing each year and now sitting at 27% of the workforce. Over the past number of years the Council has also seen an increase in the number of temporary employees (approximately 17% of the workforce). Many of these temporary employees have now been with the Council for a number of years and significant investment has been made in their learning and development. Accordingly, it is proposed that the process outlined at 5.1 could be varied to best suit the needs of the Council and employees. For example, an employee may be released under voluntary severance before the termination of a temporary member of staff.
- 5.4 Any variation of this process would be discussed with the trade unions at the Joint Budget Group, would require to meet the Council's Voluntary Severance Policy value for money calculation criteria as part of an approved saving and require to be approved by the Corporate Management Team. The Council currently has a maximum payback period of 3 years when releasing an employee under the Council's Voluntary Severance Scheme. It is proposed that individuals may

be released under voluntary severance even when their specific post is not being deleted. However, their release must be linked to an agreed wider service review/restructure which can demonstrate the required value for money.

6.0 CHANGE TO PENSIONS DISCRETIONS POLICY STATEMENT

- 6.1 The Pensions Discretions Policy allows, in exceptional circumstances, an employee to voluntarily draw their pension (without it being actuarially reduced) before normal retirement age providing value for money can be demonstrated. Recent changes to pension regulations allow employees to apply to leave the service of the Authority in these circumstances from the age of 55. There is normally a cost to the Council in releasing an employee in these circumstances (strain on the fund) and at present final approval for such releases must be obtained by the Policy and Resources Committee.
- 6.2 In order to support the delivery of approved budget savings it is proposed that delegated authority is given to the Chief Executive in consultation with the Chief Financial Officer and the Head of Organisational Development, Policy and Communications to approve releases in these circumstances. This delegation to officers will allow the employee impact of savings to be addressed more effectively and give greater certainty to employees who are subject to budget savings. Any decisions to release employees under this delegated authority will be reported to the Committee as part of the annual report to update Members on released employees under the Chief Executive's delegated authority.
- 6.3 Below are a couple of examples of the cost implications associated with releasing employees and comparing the costs between voluntary severance (Option 1) and an employee voluntarily drawing their pension with no actuarial reduction (Option 2).

Example 1 -

58 year old employee, 23 years' service and on £35k salary

<u>Option</u>	<u>Strain Costs</u>	<u>Compensatory Added Years - Lump Sum</u>	<u>Redundancy Payment</u>	<u>Total Cost to Employer</u>
Option 1 - retirement on redundancy grounds	£45,031.13	£3,954.34	£18,875.92	£67,861.39
Option 2 - employee voluntarily drawing their pension	£45,031.13	£0.00	£0.00	£45,031.13

Example 2 -

56 year old employee, 34 years' service and on £21k salary

<u>Option</u>	<u>Strain Costs</u>	<u>Compensatory Added Years - Lump Sum</u>	<u>Redundancy Payment</u>	<u>Total Cost to Employer</u>
Option 1 - retirement on redundancy grounds	£42,742.08	£2,400.38	£11,048.94	£56,191.40
Option 2 - employee voluntarily drawing their pension	£42,742.08	£0.00	£0.00	£42,742.08

- 6.4 In addition to the higher one off costs under Option 1 it should be noted that the Council would be liable to pay extra ongoing pension costs equating to 1/3 of the added years lump sum.
- 6.5 Releasing employees under Option 2 may also assist to create redeployment opportunities for any employees affected by an agreed savings who wish to remain in employment. The redeployment process involves being matched into available vacancies and is therefore dependent on natural employee turnover which cannot always be planned. Releasing employees under Option 2 and creating planned vacancies may allow the redeployment process to be facilitated quicker and give greater certainty to those employees affected by savings who wish to remain in employment. As outlined earlier in this report, any decision to release employees under Option 2 will require to

meet the Council's value for money criteria and be part of an approved saving.

7.0 IMPLICATIONS

Finance

7.1 One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Earmarked Reserve		2019/2020	£30		Additional support for HR to support Trawls and associated work (HR advisor + Part Time support post for 18 months)
		2020/2021	£60		
Earmarked Reserve	VER				As at 31.3.19 there is a balance of £3,638,000 for future releases.

Annually Recurring Costs/ (Savings)

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

Legal

7.2 The Head of Legal and Property Services has been consulted on this report.

Human Resources

7.3 All Human Resources issues are included in the report.

Equalities

7.4 Has an Equality Impact Assessment been carried out?

YES

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

Repopulation

7.5 Not applicable.

8.0 CONSULTATIONS

8.1 The proposals in this report have been discussed with the Trades Unions at the Joint Budget Group and at the Members' Budget Working Group. Both Groups support the proposals as outlined in the report.

9.0 LIST OF BACKGROUND PAPERS

9.1 Equality Impact Assessment.