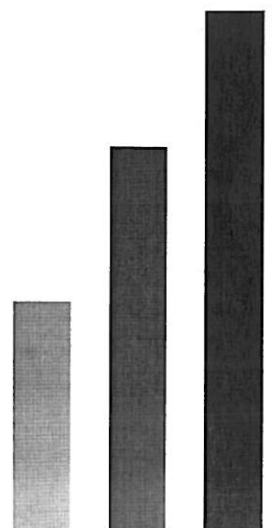


Agenda 2014

Policy & Resources Committee

For meeting on:

4	February	2014
---	----------	------



A meeting of the Policy & Resources Committee will be held on Tuesday 4 February 2014 at 3pm with the Municipal Buildings, Greenock.

ELAINE PATERSON
Head of Legal & Democratic Services

BUSINESS

**** Copy to follow**

1. **Apologies, Substitutions and Declarations of Interest**

PERFORMANCE MANAGEMENT

2. **Policy & Resources Capital Programme - 2013/14 - 15/16 - Progress**
Report by Acting Corporate Director Environment, Regeneration & Resources and Head of Finance
3. **Capital Programme 2013/16**
Report by Acting Corporate Director Environment, Regeneration & Resources
4. **Policy & Resources Committee 2013/14 Revenue Budget - Period 8 to 30 November 2013**
Report by Chief Executive, Acting Corporate Director Environment, Regeneration & Resources, Corporate Director Education, Communities & Organisational Development and Head of Finance
5. **General Fund Revenue Budget 2013/14 as at 30 November 2013**
Report by Acting Corporate Director Environment, Regeneration & Resources
6. **Corporate Performance Report**
Report by Corporate Director Education, Communities & Organisational Development
7. **Procurement - Update**
Report by Acting Corporate Director Environment, Regeneration & Resources
8. **Welfare Reforms - Update**
Report by Acting Corporate Director Environment, Regeneration & Resources
9. **Modernisation Update & Digital Access Strategy**
** Report by Acting Corporate Director Environment, Regeneration & Resources

10. **Update on the SOLACE Improving Local Government Benchmarking Framework**
Report by Corporate Director Education, Communities & Organisational Development
11. **Information Governance and Management Framework**
Report by Corporate Director Inverclyde Community Health & Care Partnership

NEW BUSINESS

12. **2014/16 Budget**
Report by Acting Corporate Director Environment, Regeneration & Resources
13. **ICT Collaboration Report**
** Report by Acting Corporate Director Environment, Regeneration & Resources
14. **Charging for Services: Are You Getting It Right?**
Report by Acting Corporate Director Environment, Regeneration & Resources
15. **Draft Gaelic Language Plan**
Report by Head of Inclusive Education, Culture & Corporate Policy
16. **Memorandum and Articles of Association of Riverside Inverclyde**
Report by Acting Corporate Director Environment, Regeneration & Resources
17. **Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA)**
Report by Acting Corporate Director Environment, Regeneration & Resources
18. **Living Wage: Local Government Employees Wage Award**
Report by Head of Organisational Development, HR & Communications

REMITTS FROM COMMITTEES

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

Report To:	Policy & Resources Committee	Date:	4 February 2014
Report By:	Acting Corporate Director Environment, Regeneration & Resources Head of Finance	Report No:	FIN/04/14/MT/AP
Contact Officer:	Matt Thomson	Contact No:	01475 712256
Subject:	Policy & Resources Capital Programme – (2013/14-15/16) - Progress Report		

1.0 PURPOSE

- 1.1 The purpose of this report is to update members on the status of the projects forming the Policy & Resources Capital Programme and to highlight the overall financial position.

2.0 SUMMARY

- 2.1 This report advises members of progress and the financial status of projects within the Policy & Resources Capital Programme.
- 2.2 It can be seen from the table in paragraph 6.2 that the projected expenditure is £6.371m, indicating total projected spend is on budget.
- 2.3 The approved budget for 2013/14 is £1.207m with a projected spend of £0.906m and projected slippage of £0.301m (24.9%) an increase in slippage of £0.025m from the previous report. The main areas of slippage are within 2013/14 allocation (£0.089m), Storage Back-up Devices (£0.077m), Minor Works & Projects (£0.056m), Whiteboard/Projector Refresh (£0.036m) and the Modernisation Fund (£0.032m).
- 2.4 Expenditure at 11th December 2013 is £0.543m, 59.9% of 2013/14 projected spend.
- 2.5 Appendix 1 contains details of the projects and the projected spend.

3.0 RECOMMENDATION

- 3.1 That the Committee note the current position of the 2013/16 Capital Programme and the progress of the specific projects detailed in the Appendix 1.

Alan Puckrin
Acting Corporate Director
Environment, Regeneration & Resources

Jan Buchanan
Head of Finance

4.0 BACKGROUND

- 4.1 In February 2013 the Council agreed the 2013/16 Capital Programme.
- 4.2 The introduction of the unified Police Service of Scotland on 1st April 2013 means the Capital Grant is now paid directly to the Police Service, as a result the Police Grant budgets have been removed. The Council's General Capital Grant has been reduced by the same amount resulting in a nil impact to the Council.

5.0 PROGRESS

- 5.1 Modernisation – Two flexible working initiatives in CHCP have been approved by the Modernisation CIG. 22 staff in Children & Families Service and 20 staff in Welfare Rights will be equipped with secure, remote access to relevant information systems, in preparation for the major CHCP moves in 2014. The equipment has been purchased and distributed to staff.

The Digital Access/Channel Shift strategy has been presented to CMT and will be the subject of a report to the March Committee.

ICT have started data cleansing work with Kana, in preparation for the Lagan upgrade early in the year.

- 5.2 EDRMS - Civica W2 now live in CSC and Revenues and Benefits. Work commencing with Educational Psychology (migration to Civica), Planning (migration to Civica) and CHCP (Back scanning and EDRM implementation). Tender for backscanning has been issued.
- 5.3 The annual PC refresh programme for the year is complete and a further tranche of work to migrate from Windows XP to Windows 7 for Corporate users is underway. (MS support for Windows XP ends in 2014).

This work will consist of a combination of replacement desktop equipment and reimaged, existing kit, dependent upon age. The table below gives the estimated numbers, although these numbers will be subject to final site audits.

	PC	Laptops
Refresh	374	107
Reimage	502	149
Total	876	256

- 5.4 Phase 2 of the data centre server virtualisation is in progress and this is scheduled to complete by April 2014.

6.0 FINANCIAL IMPLICATIONS

- 6.1 The figures below detail the position at 11th December 2013. Expenditure to date is £0.543m (59.9% of the 2013/14 projected spend).
- 6.2 The approved budget for 2013/16 is £6.371m made up of £4.409m Supported Borrowing and £1.962m Prudential Borrowing. The current projected spend for 2013/16 is on budget.

Service	Approved Budget £000	Current Position £000	Overspend/ (Underspend) £000
ICT	5,143	5,143	-
Finance	1,228	1,228	-
Total	6,371	6,371	-

6.3 The approved budget for 2013/14 is £1.207m. The Committee is projecting to spend £0.906m with slippage into future years of £0.301m. The slippage relates mainly to £0.089m within the 2013/14 Allocation, £0.077m within Storage/Back-up Devices, £0.056m within Minor Works & Projects, £0.036m within the Whiteboard/Projector Refresh and £0.032m within the Modernisation Fund.

7.0 CONSULTATION

7.1 The report has been jointly prepared between ICT and Finance.

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

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

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

COMMITTEE: Policy & Resources

Project Name	1	2	3	4	5	6	7	8
	<u>Est Total Cost</u>	<u>Actual to 31/3/13</u>	<u>Approved Budget 2013/14</u>	<u>Revised Est 2013/14</u>	<u>Actual to 11/12/13</u>	<u>Est 2014/15</u>	<u>Est 2015/16</u>	<u>Future Years</u>
	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>
<u>Environment, Regeneration & Resources</u>								
<u>ICT</u>								
<u>Supported Borrowing</u>								
Storage/Backup Devices	151	19	132	55	48	77	0	
Minor Works & Projects	189	108	81	25	15	56	0	
Mobile Technology	47	29	18	7	3	11	0	
Rolling Replacement of PC's	2,260	1,758	502	502	303	0	0	
Server & Switch Replacement Programme	449	445	4	4	1	0	0	
Upgrade to Existing Data Centre	330	140	190	190	90	0	0	
2013/16 Indicative Allocation	983	0	89	0	4	536	447	0
<u>Prudentially Funded</u>								
Additional PC Refresh	294	180	38	38	38	38	38	0
Whiteboard/Projector Refresh	440	344	36	0		66	30	0
<u>Finance</u>								
<u>Prudentially Funded</u>								
Modernisation Fund	1,228	761	117	85	41	32	350	0
TOTAL	6,371	3,784	1,207	906	543	816	865	0

Report To: Policy & Resources Committee **Date:** 4 February 2014

Report By: Acting Corporate Director,
Environment Regeneration &
Resources **Report No:** FIN/05/14/JB/MT

Contact Officer: Jan Buchanan **Contact No:** 01475 712223

Subject: 2013/16 Capital Programme

1.0 PURPOSE

- 1.1 The purpose of the report is to provide Committee with the latest position of the 2013/16 Capital Programme.

2.0 SUMMARY

- 2.1 In February 2013 the Council agreed a 3 year Capital Programme covering the period 2013/16. It should be noted that the 2015/16 Capital Grant Allocation is an estimate at this stage until figures are confirmed by the Scottish Government. The estimated shortfall in resources at the time of agreeing the budget was £1.695m, being 1.5% of projected spend over 2013/16.
- 2.2 Based on the latest figures it can be seen from Appendix 1 that the estimated shortfall in resources has reduced to £1.635 million over the 2013/16 period which represents 1.6% of the projected spend over the 3 year period, in line with the recommended level. In the longer term annual capital allocations continue to exceed the General Capital Grant and opportunities to reduce this funding gap should be taken.
- 2.3 It can be seen from Appendix 2 that as at 31st December 2013 expenditure was 73% of projected spend. Phasing and project spend have been reviewed by the Senior Officer (CAMS) Group against planned spend.
- 2.4 The position in respect of each individual Committee is reported in Appendix 2 and Section 5 of the report. It can be seen that overall, Committees are projecting to outturn on budget. Budgetary slippage of 10.03% is being reported, an increase of 7.92% from that reported to the previous Committee; this compares with slippage of 6.25% reported at the same stage last year.

3.0 RECOMMENDATION

- 3.1 It is recommended that the Committee note the current position of the 2013/16 Capital Programme.

Jan Buchanan
Head of Finance

4.0 BACKGROUND

- 4.1 On 14th February 2013 the Council agreed a 2013/16 Capital Programme which included significant additional funding to increase the Roads Asset Management Plan with further amounts set aside from available Revenue Reserves to fund a number of further Capital Projects and to reduce the overall funding shortfall.

5.0 CURRENT POSITION

- 5.1 Appendix 1 shows that over the 3 year period there is a projected shortfall in resources of £1.635 million which represents 1.6% of the projected spend and is in line with the recommended level of 1.5%.
- 5.2 The position in respect of individual Committees is as follows:

Social Care

The previously reported underspend within the Kylemore Children's home has been returned to the overall programme, as a result Social Care is now projected to outturn on budget. No additional slippage is being reported, with spend being 7.7% of projected spend for the year.

Environment & Regeneration

Net slippage of £2.710m (19.15%) is being reported with spend being 45.4% of projected spend for the year. Slippage relates mainly to the Gourock Pier & Railhead Development (£0.622m), the Replacement Depot (£1.2m), other slippage within the Asset Management Plan (£0.366m), Play Areas (£0.175m) and underspends within the SPT Grant funded programme (£0.149m) and is partly offset by the acceleration of other budgets, in particular the Vehicle Replacement Programme (£0.178m).

Education & Communities

Slippage of £0.897m (3.83%) is being reported with spend being 88.1% of projected spend for the year. The slippage relates mainly to the Scheme of Assistance (£0.726m).

Within SEMP, negligible net slippage is being shown at this stage. Slippage/underspends on Ardgowan Primary (£1.058m) and Port Glasgow Community Campus (£0.405m) are offset by increases in other projects, mainly St Columba's (£0.808m) and Lomond View (£0.160). All movements are fully funded from within the SEMP.

Policy & Resources

Slippage of £0.301m (24.94%) is being reported with spend being 67.9% of projected spend for the year. The main areas of slippage are within the PC Refresh (£0.089m) and Storage/Back-up Devices (£0.077m).

- 5.3 Overall in 2013/14 it can be seen that expenditure is 73.22% of the projected spend for the year and that slippage from the programme agreed in February 2013 is currently £3.908 million (10.03%).

6.0 SCHOOL ESTATE MANAGEMENT PLAN

- 6.1 The position of the School Estate finances is shown separately in Appendix 2. A report

to the Education & Communities Committee on 5th November 2013 advised of the latest position of the SEMP with the overall model remaining affordable and deliverable.

7.0 BUSINESS PROPERTY REGENERATION SCHEME (BPRA)

- 7.1 The Business Property Renovation Scheme (BPRA) was approved by the Policy & Resources Committee in February 2013. The report detailed the complex mechanism which had to be established in order to deliver the scheme. Members will recall that a joint venture between the Council and Investors was established – Inverclyde Property Renovations LLP which then incorporated a ‘Special Purpose Vehicle’ Inverclyde Development Ltd to enter into the contractual arrangement for the building works. The funding would however flow through a separate company which at the time of the Committee was an off the shelf company named MN Nova 58 LTD, the membership of which consisted of council officers and investors. This company has subsequently been renamed as Inverclyde Renovations Ltd and has Alan Puckrin and Aubrey Fawcett as directors in line with approval granted at the 5th February 2013 Committee meeting.
- 7.2 The refurbishment of Wallace Place and the creation of the Port Glasgow Hub are funded from this scheme and will deliver a capital saving of around £1.0m which was factored into the 2013/16 Budget. The projects are progressing well and do not form part of the overall Capital Programme.

8.0 CONCLUSION

- 8.1 Officers robustly reviewed phasings on all projects prior to the setting of the 2013/16 Capital Programme in order to set a 3 year Capital Programme that was both prudent and realistic in reflecting the anticipated capital expenditure.
- 8.2 As can be seen in paragraph 5.3, projected slippage is currently 10.03%, compared with 6.25% reported at the same stage last year.
- 8.3 The Council's Capital Programme for 2013/16 is showing a shortfall in resources of £1.635 million, approximately 1.6% of the projected spend.
- 8.4 Overall Service Committees have spent 73.22% of the 2013/14 projected spend as at 31st December 2013.

9.0 CONSULTATION

- 9.1 This report has been approved by the Corporate Management Team.

Appendix 1

Capital Programme - 2013/14 - 2015/16

Available Resources

	2013/14	2014/15	2015/16	Future	Total
	£000	£000	£000	£000	£000
Government Capital Support	5,857	7,838	6,000	-	19,695
Less: Allocation to School Estate	(4,500)	(4,800)	(4,300)	-	(13,600)
Capital Receipts (Note 1)	566	420	772	-	1,758
Capital Grants (Note 2)	349	227	-	-	576
Prudential Funded Projects (Note 3)	4,786	8,661	18,596	5,834	37,877
Balance B/F From 11/12 (Exc School Estate)	1,455	-	-	-	1,455
Capital Funded from Current Revenue (Note 4)	8,674	6,098	5,998	300	21,070
	<u>17,187</u>	<u>18,444</u>	<u>27,066</u>	<u>6,134</u>	<u>68,831</u>

Overall Position 2013/16

Available Resources (Appendix 1, Column E)	<u>£000</u>
	68,831
Projection (Appendix 2, Column B-E)	70,466
(Shortfall)/Under Utilisation of Resources	<u>(1,635)</u>

Notes to Appendix 1

All notes exclude School Estates

Note 1 (Capital Receipts)

	2013/14	2014/15	2015/16	Future	Total
	£000	£000	£000	£000	£000
Sales	554	420	772	-	1,746
Contributions/Recoveries	12	-	-	-	12
	<u>566</u>	<u>420</u>	<u>772</u>	<u>-</u>	<u>1,758</u>

Note 2 (Capital Grants)

	2013/14	2014/15	2015/16	Future	Total
	£000	£000	£000	£000	£000
Cycling, Walking & Safer Streets	85	125	-	-	210
SPT	136	-	-	-	136
Sustrans	10	-	-	-	10
Sports Scotland/SFA	18	-	-	-	18
Zero Waste Scotland	100	102	-	-	202
	<u>349</u>	<u>227</u>	<u>-</u>	<u>-</u>	<u>576</u>

Notes to Appendix 1

<u>Note 3 (Prudentially Funded Projects)</u>	2013/14	2014/15	2015/16	Future	Total
	£000	£000	£000	£000	£000
Additional ICT - Education Whiteboard & PC Refresh	38	104	68	-	210
Vehicle Replacement Programme	354	800	2,198	-	3,352
Greenock Parking Strategy	-	41	75	-	116
Asset Management Plan - Offices	2,000	2,627	3,215	1,269	9,111
Asset Management Plan - Borrowing in Lieu of Receipts	-	920	-	-	920
Asset Management Plan - Depots	524	2,450	7,214	1,144	11,332
Leisure & Pitches Strategy	1,585	259	66	-	1,910
Broomhill Community Facility	-	-	500	-	500
Kylemore Childrens Home	179	(200)	-	-	(21)
Modernisation Fund	60	32	350	-	442
Watt Complex Refurbishment	-	-	-	2,921	2,921
Gourock One Way System	-	-	2,000	500	2,500
Roads Asset Management Plan	-	1,350	2,850	-	4,200
Kerbside Glass Collection	-	218	-	-	218
Surplus Prudential Borrowing due to project savings	60	60	60	-	180
Element of Prudentially Funded projects already funded through existing Supported Borrowing	(14)	-	-	-	(14)
	<u>4,786</u>	<u>8,661</u>	<u>18,596</u>	<u>5,834</u>	<u>37,877</u>

<u>Note 4 (Capital Funded from Current Revenue)</u>	2013/14	2014/15	2015/16	Future	Total
	£000	£000	£000	£000	£000
Regeneration of Port Glasgow Town Centre	149	85	150	-	384
Play Areas	176	275	200	-	651
Coronation Park Port Glasgow	18	232	-	-	250
SWIFT Finance Module	60	-	-	-	60
Hillend Respite Unit	-	80	-	-	80
Lunderston Bay	120	41	-	-	161
Scheme of Assistance	433	433	433	-	1,299
Aids & Adaptations (Earmarked Reserve)	360	-	-	-	360
Flooding Strategy	82	412	810	-	1,304
Greenock Parking Strategy	70	134	-	-	204
Roads Asset Management Plan	2,642	2,445	2,400	-	7,487
Broomhill Community Facility (Community Facility Fund)	50	100	400	-	550
Inverkip Community Facility	264	600	500	-	1,364
Modernisation Fund	25	-	-	-	25
Port Glasgow Town Centre, Town Hall Refresh	164	63	-	-	227
Watt Complex Refurbishment	-	200	500	300	1,000
Community Facilities Investment	-	-	400	-	400
Blaes Football Parks	2	828	-	-	830
Broomhill Regeneration	-	50	200	-	250
Completion of SV Comet Canopy	9	120	5	-	134
Use of General Fund Reserves	4,050	-	-	-	4,050
	<u>8,674</u>	<u>6,098</u>	<u>5,998</u>	<u>300</u>	<u>21,070</u>

Capital Programme - 2013/14 - 2015/16

Agreed Projects

Committee	A Prior Years £000	B 2013/14 £000	C 2014/15 £000	D 2015/16 £000	E 2016/17 £000	F Future £000	G Total £000	H Approved Budget £000	I (Under)/ Over £000	J 2013/14 Spend To 31/12/13 £000
Policy & Resources	3,784	906	730	901	50	-	6,371	6,371	-	615
Environment & Regeneration	34,513	11,440	15,763	25,385	2,913	-	90,014	90,014	-	5,199
Education & Communities (Exc School Estate)	455	1,423	3,429	3,642	1,400	2,221	12,570	12,570	-	553
CHCP	1,131	183	80	-	-	-	1,394	1,394	-	14
Sub -Total	39,883	13,952	20,002	29,928	4,363	2,221	110,349	110,349	-	6,381
School Estate (Note 1)	37,984	21,115	7,870	9,112	5,837	6,186	88,104	88,104	-	19,295
Total	77,867	35,067	27,872	39,040	10,200	8,407	198,453	198,453	-	25,676

Note 1

Summarised SEMP Capital Position - 2013/17

	2013/14	2014/15	2015/16	2016/17
Capital Allocation	4,500	4,800	4,300	4,300
Scottish Government School Grant (estimate)	1,366		801	803
Surplus b/fwd	2,182	4,806	3,892	881
Prudential Borrowing	9,548	2,156	1,000	-
Prudential Borrowing - In Lieu of Receipts	3,325			
Prudential Borrowing - Accelerated Investment CFCR	5,000			
	-	-	-	-
Available Funding	25,921	11,762	9,993	5,984
<u>Projects</u>				
Ex-Prudential Borrowing	11,567	5,714	8,112	5,837
Prudential Borrowing	9,548	2,156	1,000	-
CFCR	-	-	-	-
Total	21,115	7,870	9,112	5,837
Surplus c/fwd	4,806	3,892	881	147

Report To:	Policy & Resources Committee	Date:	4th February 2014
Report By:	Chief Executive, Acting Corporate Director Environment, Regeneration & Resources, Corporate Director Education Communities & Organisational Development and Head of Finance	Report No:	FIN/03/14/JB/AE
Contact Officer:	Angela Edmiston	Contact No:	01475 712143
Subject:	Policy & Resources Committee 2013/14 Revenue Budget – Period 8 to 30 Nov 2013		

1.0 PURPOSE

- 1.1 To advise Committee of the 2013/14 projected out-turn for the Policy & Resources Committee as at Period 8 (30 Nov 2013).

2.0 SUMMARY

- 2.1 The total revised Committee budget for 2013/14 is £15,152,000. This excludes Earmarked Reserves of £6,855,000.
- 2.2 The latest projection, excluding Earmarked Reserves, is an underspend of £194,000 which is an increase in spend of £55,000 since last reported to Committee.

The main reasons for this underspend are:

- a) A projected increase of £74,000 within Internal Resource Interest which is in line with the 2012/13 out-turn.
 - b) £18,000 underspend within Finance Employee costs due to turnover savings.
 - c) £50,000 over-recovery within Benefit Subsidy based on the mid year return produced in September 2013.
 - d) £25,000 over-recovery of ICT income mainly due to sale of PC's.
- 2.3 The Earmarked Reserves for 2013/14 totals £6,855,000 of which £2,406,000 is projected to be spent in the current financial year. To date expenditure of £226,000 (9.39%) has been incurred, however a further £1,636,000 has been legally committed mostly relating to early release of employees increasing the overall percentage spend at 30 Nov to 77.39%. Spend to date per profiling was expected to be £264,000 therefore slippage equates to £38,000 (14.39%). Given the number and nature of the projects this slippage is manageable.
- 2.4 The Common Good Fund is projecting an available fund balance at 31 March 2014 of £295,290.
- 2.5 As highlighted in last committee report there is a request for a one off virement from Finance Employee Costs to offset budget pressures within the Environmental and Commercial Service.

3.0 RECOMMENDATIONS

- 3.1 The Committee note the 2013/14 projected underspend of £194,000 for the Policy & Resources Committee as at Period 8 (30 Nov 2013).
- 3.2 The Committee agree that any underspend in the Welfare Reform budget are added to the existing Welfare Reform Earmarked Reserve
- 3.3 The Committee note the projected fund balance of £295,290 for the Common Good Fund.
- 3.4 The Committee approve the virement detailed at appendix 4.

John Mundell
Chief Executive

Jan Buchanan
Acting Head of Finance

Albert Henderson
Corporate Director
Education, Communities &
Organisational Development

Alan Puckrin
Acting Corporate Director
Environment, Regeneration &
Resources

4.0 BACKGROUND

4.1 The purpose of this report is to advise Committee of the current position of the 2013/14 budget and to highlight the main issues contributing to the projected underspend of £194,000.

5.0 2013/14 CURRENT POSITION

5.1 The current projection is an underspend of £194,000. The following are the material variances:

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

5.3 **Finance - £79,000 Underspend**

Employee Costs: At period 6 Finance was projecting an underspend of £108,000 which has increased by a further £60,000 mainly due to additional turnover savings. Committee is advised that a one-off virement for 2013/14 is requested to offset in year budget pressures within Environmental and Commercial Service from the underspend in Finance Service Employee costs. This virement is being reflected throughout the body of the report, resulting in a projected underspend of £18,000 within Finance Employee costs.

5.4 Income: As reported to the period 6 Committee, a £50,000 over-recovery within Benefit Subsidy is being projected based on the mid year return produced in September 2013.

5.5 **ICT Services - £20,000 Underspend**

Income: £25,000 projected over-recovery of income which is an increase of £20,000 since last reported to Committee due to income from sale of PC's.

5.6 **Legal & Democratic Service – Projected online with budget**

Employee Costs: An overspend of £11,000 is projected mainly due to turnover savings target not being achieved. This represents a decrease in overspend of £1,000 since last reported to Committee.

Administration Costs: As reported to the last Committee, an underspend of £24,000 is projected within Administration costs. This is mainly due to a projected underspend in Franking Machine postage costs of £18,000 which is offset by a reduction in Franking Machine income.

Income: As reported to the last Committee, an under-recovery of £13,000 is projected within income mainly due to a reduction in Franking Machine income offset by a reduction in costs above.

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

5.8 **Organisational Development - £27,000 Underspend**

Employee Costs: An underspend of £13,000 is projected mainly due to turnover savings. This is an increase in underspend of £9,000 since last reported to Committee.

The following material variance relate to the Miscellaneous budget:

5.9 Miscellaneous – £74,000 Underspend

Capital & Loan Charges: A £74,000 projected increase in Internal Resources Interest received in line with 2012/13 was reported to Committee in period 4. There have been no changes to projections.

6.0 VIREMENT

6.1 Committee is asked to approve the one-off virement as detailed in Appendix 4. Where appropriate, the virement has been reflected throughout the report. The one-off virement requested is to offset current budget pressures within Environmental and Commercial Service against underspend within Finance Service Employee costs.

7.0 EARMARKED RESERVES

7.1 Appendix 2 gives a detailed breakdown of the current earmarked reserves position. Total funding is £6,855,000 of which £2,406,000 is projected to be spent in 2013/14 and the remaining balance of £4,449,000 to be carried forward to 2014/15 and beyond. It can be seen that expenditure of £226,000 represents 9.39% of the annual projected spend. A further £1,636,000 has been legally committed in respect of early release costs which will be incurred at year end thus increasing the overall percentage spend at 30 November to 77.39%. Spend to date per profiling was expected to be £264,000 therefore slippage equates to £38,000 (14.4%). Given the number and nature of the projects this slippage is manageable.

7.2 Committee approval is being sought to transfer any year end underspend in the Welfare Reform budget to the existing Welfare Reform Earmarked Reserve, for spend in future years. The original budget approved at the budget setting process was £800,000.

8.0 FINANCIAL IMPLICATIONS

8.1 The current projected outturn per service:

Service	Approved Budget 2013/14 £000	Revised Budget 2013/14 £000	Projected Out-turn 2013/14 £000	Projected Over/(Under) Spend £000
Finance	10,859	4,876	4,797	(79)
ICT	2,172	2,173	2,153	(20)
Legal & Democratic Services	1,726	1,740	1,740	0
Total Net Expenditure Environment, Regeneration & Resources	14,757	8,789	8,690	(99)
Organisational Development, Human Resources & Communications	1,897	1,915	1,888	(27)
Corporate Policy	178	179	181	2
Total Net Expenditure Education, Communities & Organisational Development	2075	2094	2069	(25)
Chief Executive	366	368	372	4
Miscellaneous	5,389	3,901	3,827	(74)
Total Net Expenditure	22,587	15,152	14,958	(194)

9.0 COMMON GOOD FUND

9.1 Appendix 3 shows a projected underspend of £144,730 in the Common Good Fund as at 30 November 2013. This results in a projected available fund balance at 31 March 2014 of £295,290.

10.0 EQUALITIES

10.1 There are no equality issues arising from this report.

11.0 REPOPULATION IMPLICATIONS

11.1 There are no repopulation implication issues arising from this report.

12.0 CONSULTATIONS

12.1 The Acting Corporate Director Environment, Regeneration & Resources, Corporate Director Education, Communities & Organisational Development and the Head of Finance have been consulted in the preparation of this report.

POLICY & RESOURCES**REVENUE BUDGET MONITORING REPORT****MATERIAL VARIANCES (EXCLUDING EARMARKED RESERVES)****PERIOD 8: 1st April 2013- 30th Nov 2013**

Outturn 2012/13 £000	Budget Heading	Budget 2013/14 £000	Proportion of Budget £000	Actual to 30/11/13 £000	Projection 2012/2013 £000	Over/(Under) Budget £000
	<u>Finance</u>					
3,982	Employee Costs	3,948	2,531	2,521	3,930	(18)
(35,684)	Benefits Subsidy	(35,414)	(53,121)	(23,494)	(35,464)	(50)
	<u>Organisational Development, HR & Communications & Events</u>					
1,654	Employee Costs	1,593	1,024	1,009	1,580	(13)
	<u>Miscellaneous</u>					
(371)	Internal Resource Interest	(226)	0	0	(300)	(74)
	<u>ICT</u>					
(23)	Sales Fees & Charges	(26)	(17)	(49)	(46)	(20)
	<u>Legal & Democratic Services</u>					
1,199	Employee Costs	1,333	855	859	1,344	11
31	Admin - Postages (Franking Machine)	49	33	23	31	(18)
(12)	Income - Recharges (Franking Machine)	(28)	(19)	(5)	(10)	18
(29,224)	TOTAL MATERIAL VARIANCES	(28,771)	(48,715)	(19,136)	(28,935)	(164)

EARMARKED RESERVES POSITION STATEMENT

Appendix 2

COMMITTEE: Policy & Resources

<u>Project</u>	<u>Lead Officer/ Responsible Manager</u>	<u>Total Funding 2013/14</u> £000	<u>Phased Budget To Period 8 2013/14</u> £000	<u>Actual Actual 2013/14</u> £000	<u>Projected Spend 2013/14</u> £000	<u>Amount to be Earmarked for 2014/15 & Beyond</u> £000	<u>Lead Officer Update</u>
Early Retirement/Voluntary Severance Reserve	Alan Puckrin	4,260	0	0	1,850	2,410	To meet costs of early release of employees arising from the 2013/16 budget. Commitments to date for 2013/14 are £1,636k. Budget implementation is ongoing. Estimated spend for 2013/14 is £1.85m which is expected to be incurred at year end.
Modernisation Fund	Alan Puckrin	502	21	6	59	443	Various modernisation projects, proposals on utilisation to be developed during 2013/14 for £50k CHCP backscanning. Options for Channel Shift projects being discussed, 2 x Temp posts funding agreed. CHCP Backscanning post to be funded from 1st March 14
Procurement Development Fund	Alan Puckrin	134	30	29	45	89	To be spent on Procurement Development. Temporary Project officer funded to 31/03/15.
RVJB Capital Contribution	Alan Puckrin	27	0	0	10	17	Annual recharge at year end.
Workforce Development Fund	Alasdair Moore	27	12	0	5	22	Sum set aside for Finance Development Capacity Plan courses and setting up the new Port Glasgow Training suite. £5k for Finance Development Capacity Plan is now expected to be spent in Feb / March 2014 instead of Nov / Dec 2013 as previously envisaged. £17k will be utilised to set up the new Port Glasgow Training Suite which will now be incurred in 2014/15. The remaining £5k will be written back to Reserves.
Revenue Expenditure Transferred from Capital	Alan Puckrin	76	0	0	40	36	Sum set aside and utilised as part of the accounts closure process to allow expenditure incorrectly charged to Capital to be funded from Revenue. Spend to be incurred at year end.
Welfare Reforms	Alan Puckrin	303	83	99	138	165	Funding from DWP & Government used for upgrading systems & extra temporary staff to address Welfare Reforms.
Implementation of Saving Workstreams	Alan Puckrin	79	10	0	10	69	New workstream programme approved. Envisaged that delivery of the workstreams will result in some one-off costs. No spend incurred to date.
ICT Shared Services	Aubrey Fawcett	100	13	33	33	67	The £33k spend covers the initial spend for year 1 of the Collaboration Project. No further spend is expected to be incurred in 2013/14 based on spend information provided by East Renfrewshire Council.
Protection of Vulnerable Groups	Alasdair Moore	208	43	36	64	144	PVG expenditure is phased over 3 years starting from November 2012. An 18.5hr Grade C Admin post starting beginning of November 2012 is being funded from this budget. This post has been vacant from end of October 2013 and therefore projected spend for 2013/14 has been reduced by £3k. Spend expected to be incurred throughout the year.

<u>Project</u>	<u>Lead Officer/ Responsible Manager</u>	<u>Total Funding 2013/14</u> £000	<u>Phased Budget To Period 8 2013/14</u> £000	<u>Actual Actual 2013/14</u> £000	<u>Projected Spend 2013/14</u> £000	<u>Amount to be Earmarked for 2014/15 & Beyond</u> £000	<u>Lead Officer Update</u>
Feasibility Study - Hydro Electric Scheme	John Mundell	11	4	0	8	3	To fund Hydro Electric Project Feasibility and assist current project implementation. Costs relate to potential partnership with Scottish Water Horizons for Hydro Project. Due to a delay in start of the project no spend has been incurred to date. However, £8k is projected to be spend in 2013/14 with the balance in 2014/15.
Microsoft Licensing	Robert Stoakes	138	0	0	15	123	To fund 3 year contract for Microsoft licenses. Spend expected to start from October 2013 onwards.
2013/16 Revenue Contingency	Alan Puckrin	600	20	0	89	511	Sum set aside for unforeseen items over the 3 year budget 2013/14. Current commitments are £45k WEL, £28k Newark Castle Lighting, £50k for Kelburn Park improvements and upgrades along with other Council parks and £44k for City Deal. For 2013/14 full spend is projected for WEL, £3k for Newark Castle Lighting and £41k for City deal. The Parks spend plans are being prepared and will be reported to the next CMT.
Increased Officer Capacity - Equalities Officer	Wilma Bain	85	15	10	19	66	1 fte Equalities Officer (Grade I) started on 15/7/13. Hours were reduced to 0.6fte from 16/09/13 with no backfill anticipated. Post will return to 1 fte during University summer holidays. Cost for 2 year contract now projected to be £56k saving £29k on original funding level. Post in place until 15/07/15.
Increased Officer Capacity - Communications Assistant	Alasdair Moore	55	13	13	21	34	New Grade F post for 2 year period to support Communications Officer (Media). Post started 28 May 2013.
Discretionary Housing Payments / Welfare Reform	Alan Puckrin	250	0	0	0	250	This new reserve was approved at Policy & Resources Committee on 24 September 2013 and is additional funding to support those affected by the 'bedroom tax' and other aspects of welfare reform.
Total		6,855	264	226	2,406	4,449	

COMMON GOOD FUND

Appendix 3

REVENUE BUDGET MONITORING REPORT 2013/14

PERIOD 8 : 1st April 2013 to 30th November 2013

	Final Outturn 2012/13	Approved Budget 2013/14	Budget to Date 2013/14	Actual to Date 2013/14	Projected Outturn 2013/14
PROPERTY COSTS	18,520	5,000	3,400	13,510	7,000
Repairs & Maintenance	9,680	4,000	2,700	1,300	4,000
Rates 1	8,700			12,210	0
Property Insurance	140	1,000	700		1,000
Marketing Costs					2,000
ADMINISTRATION COSTS	11,620	8,500	200	970	10,700
Sundries	3,420	300	200	970	2,500
Commercial Rent Management Recharge	2,200	2,200	0		2,200
Recharge for Accountancy	6,000	6,000	0		6,000
OTHER EXPENDITURE	147,180	132,800	65,700	71,380	129,770
Christmas Lights Switch On	9,530	10,500	0		10,500
Christmas Dinners/Parcels	16,570	18,000	0	16,530	18,000
Christmas Decorations	35,400	35,400	0		35,400
Gourock Highland Games	29,400	29,400	29,400	26,370	26,370
Armistice Service	5,470	8,300	8,300	3,370	8,300
Comet Festival	13,300	13,300	13,300	13,300	13,300
Fireworks	12,600	12,600	12,600	10,310	12,600
Contingency for future Community Events		2,200	0		2,200
Society of the Innocents Rent Rebate	3,750	3,100	2,100	1,500	3,100
Bad Debt Provision	21,160	0	0		0
INCOME	(212,590)	(146,300)	(96,200)	(89,310)	(292,200)
Property Rental	(144,550)	(188,800)	(125,900)	(89,270)	(188,800)
Void Rents 2		44,500	29,700		53,600
Internal Resources Interest	(1,540)	(2,000)	0	(40)	(2,000)
Donations	(1,500)				0
Lease Premium	(65,000)				0
Disposal of Land 3					(155,000)
NET ANNUAL EXPENDITURE	(35,270)	0	(26,900)	(3,450)	(144,730)
EARMARKED FUNDS	6,270	99,000	0	1,760	99,000
Replacement of SV Comet	6,270	0			0
John Wood St/Bay St Shop Improvemnts		95,000			95,000
Contribution to Parade - Royal Regiment of Scotland		4,000		1,760	4,000
TOTAL NET EXPENDITURE	(29,000)	99,000	(26,900)	(1,690)	(45,730)

Fund Balance as at 31st March 2013 249,560

Projected Fund Balance as at 31st March 2014

295,290

Notes:

1 Rates (Empty Properties)

Rates are currently being paid on empty properties, the Assessor has been contacted with a view to obtaining empty Property relief on these properties, it is hoped that 100% relief will be obtained but this is yet to be confirmed and there may be some cost to the Common Good.

2 Current Empty Properties are:Vacant since:

4 John Wood Street	May 2010 - Remedial Works Scheduled
15 John Wood Street	December 2012
10 Bay Street	December 2010
74 Port Glasgow Road	September 2012

It should also be noted that 10 John Wood Street, which had been vacant since November 2009, has recently been let out under "Business Start Up" conditions. While there is an initial rent free period for part of this year full year rent should be achieved in future years.

3 Disposal of Land

Following a marketing exercise of the site at Port Glasgow Road, Greenock, offers have been received and it is proposed to dispose of the site for a receipt of £155,000.

REVENUE BUDGET MONITORING REPORT**VIREMENT REQUEST****Period 8: 1st April 2013 - 30th November 2013**

Budget Heading		Increase Budget	(Decrease) Budget
		£	£
Finance - Employee Costs	1		(150,000)
Environmental Services - Roads	1	150,000	
Total		150,000	(150,000)

1) One off virement for 2013/14 to offset Environmental Budget pressures with underspends within Finance Employee costs.

Report To:	Policy & Resources Committee	Date: 4 February 2014
Report By:	Acting Corporate Director Environment, Regeneration & Resources	Report No: FIN/06/14/JB/LA
Contact Officer:	Jan Buchanan	Contact No: 01475 712223
Subject:	2013/14 General Revenue Budget as at 30th November 2013	

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Committee of the position of the General Fund Revenue Budget as at 30 November 2013 and to update Committee in respect of the position of the Reserves and Workstream Savings.

2.0 SUMMARY

- 2.1 The Council approved a three year Revenue Budget in February 2013 and within that a 2013/14 Revenue Budget with a budgeted contribution to the General Fund Reserve of £4.677 million.
- 2.2 It can be seen from Appendix 1 that as at 30th November 2013 the General Fund is projecting a £0.930 million underspend which represents 0.48% of the net Revenue Budget. This is a decrease in the underspend reported to the last Committee of £0.111 million and is mainly due to:
- Additional underspends in Service budget of £14,000 mainly due to additional turnover savings within Finance and Education.
 - Contribution of £145,000 of underspend in CHCP budget for Caladh House reconfiguration.
- 2.3 From Appendix 1 it can be seen that all 4 Service Committees are currently projecting underspends with the Education & Communities Committee improving their previously reported £47,000 overspend to a projected £42,000 underspend.
- 2.4 Appendix 2 shows the latest position in respect of Earmarked Reserves from where it can be seen that as at 30th November 2013 expenditure totalled £10.603 million which equates to 40.83% of the projected spend in 2013/14. It can also be seen from appendix 2 that as at 30th November 2013 actual expenditure is 18.22% behind phased spend.
- 2.5 Appendix 3 shows the latest position in respect of the General Fund Reserves and shows that the projected balance at the 31st March 2014 is £4.852 million which is £0.852 million greater than the minimum recommended balance of £4 million and is following the £1.5 million allocation to new projects agreed at the September Committee meeting. It is proposed that any decisions on using further excess reserves are taken at the February Council budget meeting.
- 2.6 Appendix 4 and Appendix 5 give an update in respect of the Savings Workstreams. From this it can be seen that as at 30th November 2013, 92.6% of the projected savings in 2013/14 have already been delivered.

-
- 2.7 Scottish Government announced the 2014/15 Local Government settlement on 11th September 2013 with the detailed local authority settlement being announced on 11th December. The impact of this is subject to a report later on this agenda.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the latest position of the 2013/14 Revenue Budget and General Fund Reserves.
- 3.2 It is recommended that the Committee notes the 2013/16 Workstream Savings position.

Jan Buchanan
Head of Finance

4.0 BACKGROUND

4.1 The Council confirmed the 2013/16 General Fund Revenue Budget in February 2013. In the process the Council agreed a 2013/14 Revenue Budget on the basis of a contribution to the General Fund Reserve of £4.677 million.

5.0 POSITION AS AT 30TH NOVEMBER 2013

5.1 It can be seen from Appendix 1 that as at 30th November 2013, the General Fund is projecting an underspend of £0.930 million which equates to 0.48% of the net General Revenue Fund Budget. This is a decrease in the underspend reported to the last Committee of £0.111 million and is mainly due to:

- Additional underspends in employee costs within Environmental and Regeneration and Education and Communities and early achievement of savings in Education.
- Contribution of £145,000 CHCP underspend for the reconfiguration of Caladh House.

5.2 It can also be seen from Appendix 1 that all 4 Service Committees are currently projecting underspends with Education & Communities Committee improving their £47,000 overspend to a projected £42,000 underspend.

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

Policy & Resources Committee – Projected underspend of £194,000 mainly due to employee cost turnover savings and Over-Recovery within Benefit Subsidy income.

Environment & Regeneration – Projected underspend of £37,000 mainly due to excess turnover savings and a projected underspend in vehicle fuel offset by an underrecovery in planning income.

Education & Communities - £42,000 underspend – This is an improvement since last report and mainly due to further employee savings and savings due to the late opening of the Port Glasgow Joint Campus.

Health & Social Care – Underspend £81,000 – Mainly due to excess turnover savings partially offset by increase in client commitment costs. The 9th January 14 CHCP sub committee approved £145,000 be used as a one off contribution for the refurbishment of Caladh House, the impact of this has been reflected throughout this report. There has been an increase in client costs in period 8 which the service are reviewing and will report at future committee however the CHCP will contain these costs.

5.4 Appendix 2 shows the latest position in respect of the Earmarked Reserves and also provides information on performance against phased budget. This includes £1.12 million of newly approved reserves from September Committee the balance of £380,000 being reported through Capital reports. Committee are asked to note that the phasing will not be amended during the year and should provide a useful benchmark for Officers and Members to monitor performance against originally envisaged targets.

5.5 It can be seen that as at 30th November 2013 the Council has spent £10.603 million against a phased budget target of £12.996 million. This represents a shortfall of 18.22% against target and 40.83% of the projected spend of £25.971 million for the year. Performance in respect of Earmarked Reserves is reviewed on a monthly basis by the Corporate Management Team and reported in detail to each Service Committee.

5.6 Appendix 3 shows the projected General Fund Reserves position as at 31st March 2014. The projected balance at this date is shown as £4.852 million which is £0.852 million greater than the minimum reserve balance of £4 million recommended and approved via the reserves strategy. This is after the allocation of £1.5 million for the specific initiatives approved at the September Committee. It is proposed that any decisions on using further excess reserves are taken at the February budget meeting.

6.0 WORKSTREAM SAVINGS

6.1 Appendix 4 gives an update from the Corporate Management Team on each of the approved Savings Workstreams.

6.2 Appendix 5 gives an update in respect of the achievement of Workstream Savings for 2013/14 from which it can be seen that 92.6% of the target of £395,000 has been achieved to date.

7.0 OTHER FINANCIAL MATTERS

7.1 The Cabinet Secretary, Mr John Swinney, presented the 2014/15 Scottish Government Budget on 11th September 2013. At the same time he announced indicative figures for 2015/16, the detailed breakdown of the 14/15 figures was subsequently released on the 11 December 2013, no further details were announced for 15/16. The details and impact of the announcement for 14/15 are subject to a report later on this agenda and include the recently announced funding for the increased entitlement of nursery provision from 475 to 600 hours..

7.2 On 25th October, CoSLA confirmed that a 2 year, 1% pay award was being implemented for all employee groups with the exception of teachers with whom negotiations are continuing with a further ballot imminent

7.3 Several new funding awards have been announced by the Government for 2013/15 and confirmation is awaited on some of the detail. These will be included in future reports.

8.0 CONSULTATION

8.1 This report has been produced in consultation with the Corporate Management Team.

9.0 IMPLICATIONS

There are no HR or Legal implications arising from this report

10.0 EQUALITIES

There are no equalities issues arising from this report.

11.0 REPOPULATION

There are no repopulation issues arising from this report.

Policy & Resources CommitteeRevenue Budget Monitoring ReportPosition as at 30th November 2013

Committee	Approved Budget 2013/2014	Revised Budget 2013/2014	Projected Out-turn 2013/2014	Projected Over/(Under) Spend	Percentage Variance
	£,000's	£,000's	£,000's	£,000's	
Policy & Resources	22,587	15,529	15,335	(194)	(1.25%)
Environment & Regeneration	22,733	20,146	20,109	(37)	(0.18%)
Education & Communities (Note 1)	86,405	80,524	80,482	(42)	(0.05%)
Health & Social Care	48,491	49,066	48,985	(81)	(0.17%)
Committee Sub-Total	180,216	165,265	164,911	(354)	(0.21%)
Loan Charges (Including SEMP)	13,160	16,749	16,399	(350)	(2.09%)
Unallocated Savings (Note 2)	(311)	(95)	(37)	58	(61.05%)
Contribution to General Fund Reserve	4,677	4,677	4,677	0	0.00%
One off contribution to Reserves (Note 3)	0	0	(327)	(327)	0.00%
Workstream Savings Slippage (Note 4)	0	(43)	0	43	0.00%
Earmarked Reserves	0	6,160	6,160	0	0.00%
Total Expenditure	197,742	192,713	191,783	(930)	(0.48%)
Financed By:					
General Revenue Grant/Non Domestic Rates	(164,728)	(165,565)	(165,565)	0	0.00%
Council Tax	(33,014)	(33,014)	(33,014)	0	0.00%
Council Tax Reduction Scheme	0	5,866	5,866	0	0.00%
Net Expenditure	0	0	(930)	(930)	

Note 1 - Reduction in budget reflects SEMP earmarked reserve allocated to loans charges and earmarked reserve.

Note 2 - Procurement/Utilities Workstream Saving to be allocated plus slippage in roll-reduction saving.

Note 3 - Relates to Corporate NDR appeals process

Note 4 - Relates to slippage of utilities workstream savings

Appendix 2

Earmarked Reserves Position Statement

Summary

Committee	Total Funding 2013/14 £000	Phased Budget to 30 Nov 13 £000	Actual Spend To 30 Nov 13 £000	Variance Actual to Phased Budget £000	Projected Spend 2013/14 £000	Earmarked 2014/15 & Beyond £000	2013/14 %age Spend Against Projected	2013/14 %age Spend Against Phased Budget
Education & Communities	21,523	8,354	6,978	(1,376)	16,104	5,419	43.33%	83.53%
Health & Social Care	3,672	1,682	1,168	(514)	2,158	1,514	54.12%	69.45%
Regeneration & Environment	11,673	2,666	2,231	(435)	5,303	6,370	42.07%	83.68%
Policy & Resources	6,855	284	226	(38)	2,406	4,449	9.39%	85.61%
	43,723	12,986	10,603	(2,363)	25,971	17,752	40.83%	81.78%

Actual Spend v Phased Budget (€2,363k) (18.22%)

Appendix 3

GENERAL FUND RESERVE POSITION
Position as at 30/11/13

	<u>£000</u>	<u>£000</u>
Balance 31/03/13		14355
Projected Surplus/(Deficit) 2013/14	930	
2014/16 Increased DHP allocation - Approved August 2013	(118)	
Contribution to General Fund Reserve 2013/14	4677	
Use of Reserves approved November 2012 (See Undernote)	(3500)	
Use of Reserves approved February 2013 (See Undernote)	(9992)	
Use of Reserves approved September 2013 (See Undernote)	(1500)	(9503)

Projected Unallocated Balance 31/03/14		4852
--	--	-------------

Minimum Reserve required is £4million

Use of Reserves approved November 2012

Adoption Earmarked Reserve	(300)	
2013/16 Revenue Contingency	(600)	
Contribution to 2013/16 Capital Programme	(2000)	
Increased costs Inverkip Community Facility	(250)	
Increased Officer Capacity - Corporate Projects	(350)	(3500)

Approved Usage February 2013:

Roads Asset Management Plan (2013/16)	(5900)	
Repopulating/Promoting Inverclyde	(1000)	
Community Facilities - Capital Investment	(750)	
Community Grants	(52)	
Play Areas/MUGA's	(300)	
Blaes Football Park Replacement	(830)	
Employment Support	(330)	
Broomhill Area	(250)	
PG Town Centre	(250)	
Creative Scotland - Match Funding	(250)	
Greenock Town Centre - Extra Police	(80)	(9992)

Approved Usage September 2013:

Joint Equipment Store	(50)	
Support for Young Carers	(65)	
Extend Hillend Respite Provision	(80)	
Employability Initiatives	(150)	
Grnk Municipal Bldgs Tourism Initiative	(150)	
Play Areas	(200)	
Improvement in Parks & cemeteries	(100)	
Shopfront Improvement Grants	(50)	
Aids and Adaptations	(100)	
Contribution to Match Funding for Second I Youth Zone	(75)	
Expansion of Summer Playschemes	(30)	
Regeneration of Clune Park Area	(200)	
Discretionary Housing Payments / Welfare Reform	(250)	(1500)

Workstream Updates as at: 31/12/13

<u>Lead Officer</u>	<u>Workstream Saving</u>	<u>Update</u>	<u>Target (2013/16) £000</u>
A Gerrard	1 Utility Cost Reductions/Energy Management	Report on proposals to November Finance CMT approved. This details the proposals which will achieve £29,450 savings in 2013/14 and £113,000 in 2014/15. The shortfall of £7,500 will be met from other measures to be developed.	150k To be achieved: 2013/14 29k 2014/15 121k
A Puckrin	2 SEMP Model	SEMP Model has been adjusted to reflect the £190k saving and is showing a net surplus throughout the SEMP timescale. SAVING COMPLETE	190k
A Puckrin	3 AMP	2013/14 saving to be achieved by taking £1.0million from the accumulated balance. This was done as part of the 2012/13 year end accounts. £100k 2014/15 saving applied to the revised AMP model in the June Finance Strategy Update. Further £33k achieved from the NDR Appeals Process. Model still in surplus overall. SAVING COMPLETE	160k Over achieved by £33k.
J Buchanan	4 Procurement	£11k saving achieved in disposal of ICT equipment, £138k in respect of waste disposal, £7k (over 3 years) in respect	313k

Appendix 4
(Page 2 of 4)

				To be achieved: 2014/15 34k 2015/16 78k
			of Northgate Maintenance, £19k for mobile phone tariffs, £10k school transport and £16k PPE.	
B Moore	5	Homecare	<p>£64k internal staff savings – impact of CM2000 with 5 posts deleted.</p> <p>£36k external from review of cases not achievable based on reviews to date, alternative identified and two posts deleted.</p> <p>£25k external from part year implementation of CM2000 external equivalent (further £75k in 2014/15). Pilot (Evergreen) commenced August 2013, Carewatch scheduled for November and Confident Care January. All providers expected to be live April 2014. However savings unlikely from pilot, still expected in 2014/15 from full implementation. £25k for current year will be contained within bottom line.</p> <p>Development of management information continues, with templates designed to capture month on month changes.</p> <p>All Homecare savings overview takes place monthly. Work continues on developing a framework agreement for providers, with local negotiations to be complete for April 2014.</p>	To be achieved: 2014/15 75k
A Puckrin	6	2015/16 Operational Saving	No action required until 2014/15	750k To be achieved: 2015/16 750k

			Target to be allocated by GMT and confirmed at February P&R Committee.	800k
	<u>Workstreams – Target to be allocated to the following</u>			To be achieved: 2015/16 800k
J Mundell	7	Shared Services	Discussions ongoing with Renfrewshire and East Renfrewshire regarding Roads & ICT opportunities. Chief Executives to progress projects. Options for potential collaboration in Roads are being developed and a report is scheduled for consideration June 2014. Additional service areas have been identified for consideration as possibilities for shared provision between the three Councils and options will be developed in due course.	
A Puckrin	8	Charging	Meetings with DMT's completed and report will be presented to GMT 09.01.14. Implications for Accounts Commission report Charging for Services; are you getting it right will be presented to GMT in January. This will include an action plan including work completed reviewing processes, benchmarking, identifying new charging opportunities and waiver/reliefs practices.	
A Puckrin	9	Modernisation	Opportunities to be channelled initially via the Modernisation CIG. CIG approved investment in ATLAS benefits software. Saving £15k identified from 15/16. Channel Shift group identifying opportunities where service	

			<p>could be improved and/or costs saved. Initial prioritised list of opportunities drawn up. Aiming to get a Channel Shift Strategy to CMT in January 2014. Heavily linked to ICT Collaboration proposals.</p>
I Moffat	10	Social Transport	<p>A briefing report was submitted to the CMT on the 26th September providing details and rationale for any savings.</p> <p>Discussions and information gathering are ongoing between E&CS, Education, CHCP and Procurement to identify additional areas of efficiency.</p> <p>CMT received a report in January providing rationale and breakdown of the proposed savings.</p>
A Moore	11	Terms & Conditions	<p>Meetings held with TUs and reported back to CMT. Joint budget group on the 17 January for further discussion on setting a target to be achieved.</p>
A Moore	12	Sessional Budgets	<p>Target proposed to be a top slice and a budget reduction, group no longer need to meet as operational system changes are in place and work will continue with each service as necessary.</p>

Savings Workstreams - 31/12/13

Lead Officer	Savings Achieved	Target	2013/14	2014/15	2015/16	Total 2013/16	Over/(Under) Recovery
		£000	£000	£000	£000	£000	£000
A Gerrard	1/ Utility Cost Reductions/Energy Management	150	0	0	0	0	0
A Puckrin	2/ SEMP Model	190	0	190	0	190	0
A Puckrin	3/ AMP	160	60	133	0	193	33
A Puckrin	4/ Procurement	313	181	18	2	201	0
	Disposal of ICT Equipment	0	11	0	0	11	
	Waste Disposal	0	138	0	0	138	
	Northgate Systems	0	2	3	2	7	
	Vodafone	0	15	4	0	19	
	SPT School Transport	0	7	3	0	10	
	PPE	0	8	8	0	16	
B Moore	5/ Homecare	200	125	0	0	125	0
A Puckrin	6/ 2015/16 Operational Savings	750	0	0	0	0	0
	<u>Workstreams - Targets to be allocated</u>	800	0	0	0	0	0
J Mundell	7/ Shared Services	0	0	0	0	0	
A Puckrin	8/ Charging	0	0	0	0	0	
A Puckrin	9/ Modernisation	0	0	0	0	0	
I Moffat	10/ Social Transport	0	0	0	0	0	
A Moore	11/ Terms & Conditions	0	0	0	0	0	
A Moore	12/ Sessional Budgets	0	0	0	0	0	

Sub-Total	2563	366	341	2	709	33
-----------	------	-----	-----	---	-----	----

Savings Workstreams - 31/12/13

<u>Lead Officer</u>	<u>Savings Planned</u>	<u>2013/14</u>				<u>2014/15</u>				<u>2015/16</u>				<u>Total 2013/16</u>			
		£000				£000				£000				£000			
A Gerrard	1/ Utility Cost Reductions/Energy Management	29	121	0	0	0	0	0	0	0	0	0	0	29	121	0	0
A Puckrin	2/ SEMP Model	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A Puckrin	3/ AMP	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A Puckrin	4/ Procurement	0	34	0	0	0	34	0	0	0	78	0	0	0	34	0	0
	Unidentified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B Moore	5/ - Homecare	0	75	0	0	0	75	0	0	0	0	0	0	0	75	0	0
A Puckrin	6/ 2015/16 Operational Savings	0	0	0	0	0	0	0	0	0	750	0	0	0	750	0	0
	<u>Workstreams - Targets to be allocated</u>	0	0	0	0	0	0	0	0	0	785	0	0	0	785	0	0
J Mundell	7/ Shared Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A Puckrin	8/ Charging	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A Puckrin	9/ Modernisation	0	0	0	0	0	0	0	0	0	15	0	0	0	15	0	0
I Moffat	10/ Social Transport	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A Moore	11/ Terms & Conditions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A Moore	12/ Seasonal Budgets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub-Total		29	230	0	0	0	230	0	0	0	1628	0	0	29	230	0	0
Total		395	571	0	0	0	571	0	0	0	1630	0	0	395	571	0	0

Report To:	Policy and Resources Committee	Date:	4 February 2014
Report By:	Corporate Director Education, Communities & Organisational Development	Report No:	PR/104/14/AH/KM
Contact Officer:	Karen McCready Corporate Policy Officer	Contact No:	712146
Subject:	Corporate Performance Report		

1.0 PURPOSE

- 1.1 The purpose of this report is to present to Committee the Corporate Performance Report. The information contained within this report was collected in mid-December 2013 and is based on the most recent Corporate Directorate Improvement Plan (CDIPs) performance reports which have been considered by the appropriate service Committee.

2.0 SUMMARY

- 2.1 Improving corporate and service performance is a key priority for Inverclyde Council. In order to evaluate and make informed judgements about performance and the achievement of key outcomes, it is vital that appropriate information is given to key stakeholders.
- 2.2 In May 2013, new Corporate Directorate Improvement Plans (CDIPs) for each Directorate were approved. These plans cover the period 2013-16. The improvement actions within the new plans are mapped to the wellbeing outcomes that are set out in Inverclyde Council's Corporate Statement and Single Outcome Agreement: Safe, Healthy, Achieving, Nurtured, Active, Respected and Responsible and Included (SHANARRI).
- 2.3 This report has been informed by the most recent CDIP performance reports that have been considered by the:
- Education and Communities Committee
 - Environment & Regeneration Committee
 - Policy and Resources Committee.
- 2.4 Corporate 'health-check' indicators are also included within this report.
- 2.5 Progress against the key improvement actions included in the CHCP Corporate Directorate Improvement Plan will be reported to members separately, principally through the CHCP Organisational Performance Review return.
- 2.6 This performance information is aimed at providing Members and Officers with the opportunity to make appropriate judgements in areas where performance is improving, good or starting to decline, with regard to the Council as a whole. It also provides an opportunity to highlight where intervention or resources are required to ensure continuous improvement.
- 2.7 A number of improvement actions or projects have been implemented, or are scheduled for delivery during the lifespan of the CDIPs across the SHANARRI wellbeing outcomes. Supporting the improvement actions are a number of performance measures that have been established as a means of

assessing progress. This report provides a 'roll up' of the progress that has been made in delivering the performance measures and provides details of how many of these are complete, on track, have slipped or have not yet started. In total there are 145 performance measures across the CDIPs, of these:

- 20 are now complete (14%)
- 102 are on track (70%)
- 13 have slightly slipped (9%)
- 2 have significantly slipped (1%)
- 8 have yet to start (6%)

2.8 The two actions which have significantly slipped are:

Development of benchmarking in Environment Health and Trading standards: this has been due to lack of progress from APSE who are taking this project forward.

Recruitment of a PE co-ordinator: This has been due to circumstances outwith the control of the service.

2.9 Appendix 2 includes tables in respect of all the improvement projects / action and performance measures from the CDIPs with a commentary on the progress that has been made.

2.10 The format and contents of this report are flexible and will be subject to change in order to accommodate the ongoing information requirements of stakeholders.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

- Comment on the performance information contained in this Corporate Performance Report.
- Note that further reports on corporate performance will be presented to future meetings of this Committee.

Albert Henderson
Corporate Director
Education, Communities & Organisational Development

4.0 BACKGROUND

- 4.1 In 2012 Inverclyde Council implemented a new streamlined Strategic Planning and Performance Management Framework (SPPMF). A diagram outlining the SPPMF is contained in Appendix 1.
- 4.2 This Corporate Performance Report complements existing performance reporting arrangements for the Council's Corporate Directorate Improvement Plans and is a key component of the SPPMF.
- 4.3 Progress in relation to the delivery of the CDIPs is reported to every second meeting of the relevant Committee in the form of a CDIP Performance Report.
- 4.4 This Corporate Performance Report aims to provide members with a summary 'roll-up' of the overall progress that has been made in delivering the improvement actions across the CDIPs (excluding the CHCP). Information is provided on how many of the performance measures are either complete, on track, not yet started or have slipped.
- 4.5 Appendix 2 includes tables in respect of all the improvement projects / actions and associated performance measures with a commentary on the progress that has been made. These are set out across the Council's SHANARRI well-being outcomes. The report uses BRAG status i.e. Blue = complete, Red = significant slippage, Amber = Slight Slippage and Green = on track.
- 4.6 Performance has been recorded and can also be viewed on the Council's electronic performance management system, Inverclyde Performs.
- 4.7 This report continues to include a number of corporate health check indicators which measure whether the Council is on track in a number of specific areas. These are:
- Payment of invoices within 30 days
 - Percentage of council tax billed and collected in current year
 - Corporate network availability
 - Incident Response Times
 - Sickness Absence
 - Incident Rates (per 1000 employees)
- 4.8 This performance information is aimed at providing Members and Officers with the opportunity to make appropriate judgements in areas where performance is good, improving or starting to decline, in regard to the Council as a whole. It also provides an opportunity to highlight where intervention or resources may be required to ensure continuous improvement.

5.0 PROGRESS TOWARDS ACHIEVING OUR CORPORATE OUTCOMES

5.1 A. Safe

Overall, progress has been made in the delivery of this wellbeing outcome with 9 of the 13 performance measures on track or complete, although almost a third of measures have slipped. Of the 13 performance measures established to measure progress in the delivery of this outcome:

- 2 performance measures are complete (15%)
- 7 performance measures are on track (54%)
- 4 measures have slightly slipped (31%)

Projects and initiatives that are contributing towards the achievement of this outcome include tackling violence and knife culture in our secondary schools, a review of anti-social behaviour and the development of a Risk Management Action Plan.

B. Healthy

Overall, good progress is being made towards the achievement of this wellbeing outcome. Of the 7 performance measures established to measure progress in the delivery of this outcome, all 7 are on track.

Projects and initiatives that are contributing towards the achievement of this outcome include the School Health and Alcohol Harm Reduction Programme (SHAHRP) and the development of a similar facility to IYouthzone for young people in Port Glasgow.

C. Achieving

Overall, excellent progress is being made towards the achievement of this wellbeing outcome. Of the 76 performance measures established to measure progress in the delivery of this outcome:

- 10 performance measures are now completed (14%)
- 55 performance measures are on track (73%)
- 5 performance measures have slightly slipped (5%)
- 1 performance measure has significantly slipped (1%)
- 5 measures have not yet started (7%)

Projects and initiatives that are contributing to the achievement of this outcome include improved library services for 12-16 year olds, the School Estate Management Plan and the further development of services delivered by the Customer Service Centre.

Significant slippage has occurred in regard to the development of benchmarking in Environment Health and Trading standards due to lack of progress from APSE who are taking this project forward.

D. Nurtured

Overall, excellent progress is being made towards the achievement of this wellbeing outcome. Of the 22 performance measures established to measure progress in the delivery of this outcome:

- 2 performance measures are complete (9%)
- 16 performance measures are on track (73%)
- 2 performance measures have slightly slipped (9%)
- 2 performance measures have not yet started (9%)

Projects that are contributing towards the achievement of this outcome include the establishment of a Nurturing Collaborative to help reduce inequalities in vulnerable children in Inverclyde and the implementation of the Getting it Right for Every Child model.

E. Active

Overall good progress is being made towards the achievement of this wellbeing outcome. Of the 5 performance measures established to measure progress in the delivery of this outcome:

- 1 performance measure is complete (20%)
- 3 performance measures are on track (60%)
- 1 performance measure has significantly slipped (20%)

Projects and initiatives that are contributing towards the achievement of this outcome include the development of community sports hubs within Inverclyde and a Sports Framework.

Slippage has occurred in the recruitment of a PE co-ordinator, which has been due to circumstances

outwith the control of the service.

F. Respected & Responsible

Overall, good progress is being made towards the achievement of this wellbeing outcome. Of the 10 performance measures established to measure progress in the delivery of this outcome:

- 2 performance measures are now complete (20%)
- 6 are on track (60%)
- 1 has slightly slipped (10%)
- 1 has not yet started (10%)

Projects that are helping in the delivery of this outcome include the implementation of a new Freedom of Information Publication Scheme and the development of a suite of guidance materials for Community Councils.

G. Included

Overall excellent progress is being made towards the achievement of this wellbeing outcome. Of the 12 performance measures established to measure progress in the delivery of this outcome:

- 3 performance measures are complete (25%)
- 8 performance measures are on track (67%)
- 1 performance measure has slightly slipped (8%)

Projects and initiatives that are contributing towards the achievement of this outcome include the appointment of an Equalities Officer, the development of Communication Friendly Schools at Port Glasgow Community Campus and outreach activities for ethnic minorities.

6.0 CORPORATE 'HEALTH CHECK' INDICATORS

Service:	Finance
Indicator:	Payment of Invoices within 30 days
Relevance:	Demonstrates efficiency and effectiveness of arrangements for paying creditors.
Current Performance Level:	96.48% Period 1-9 (April – December 2013)
Target Performance Level:	94%
Analysis of Performance:	There has been a 0.16% decrease in performance compared to the same period last year
Trend:	Slightly down 96.64% period 1-9 (April – December 2012)

Service:	Finance
Indicator:	Percentage of council tax billed and collected in current year
Relevance:	Demonstrates efficiency and effectiveness of Council Tax billing and collection processes. In addition, this information is reported annually to Audit Scotland and the Council's performance is benchmarked against that of other authorities.
Current Performance Level:	81.7% (year to date April – December 2013)
Target Performance Level:	94% (financial year end total collection target)
Analysis of Performance:	Given the current economic climate, this performance is better than anticipated.
Trend:	Performance is level with 2012/13 performance levels

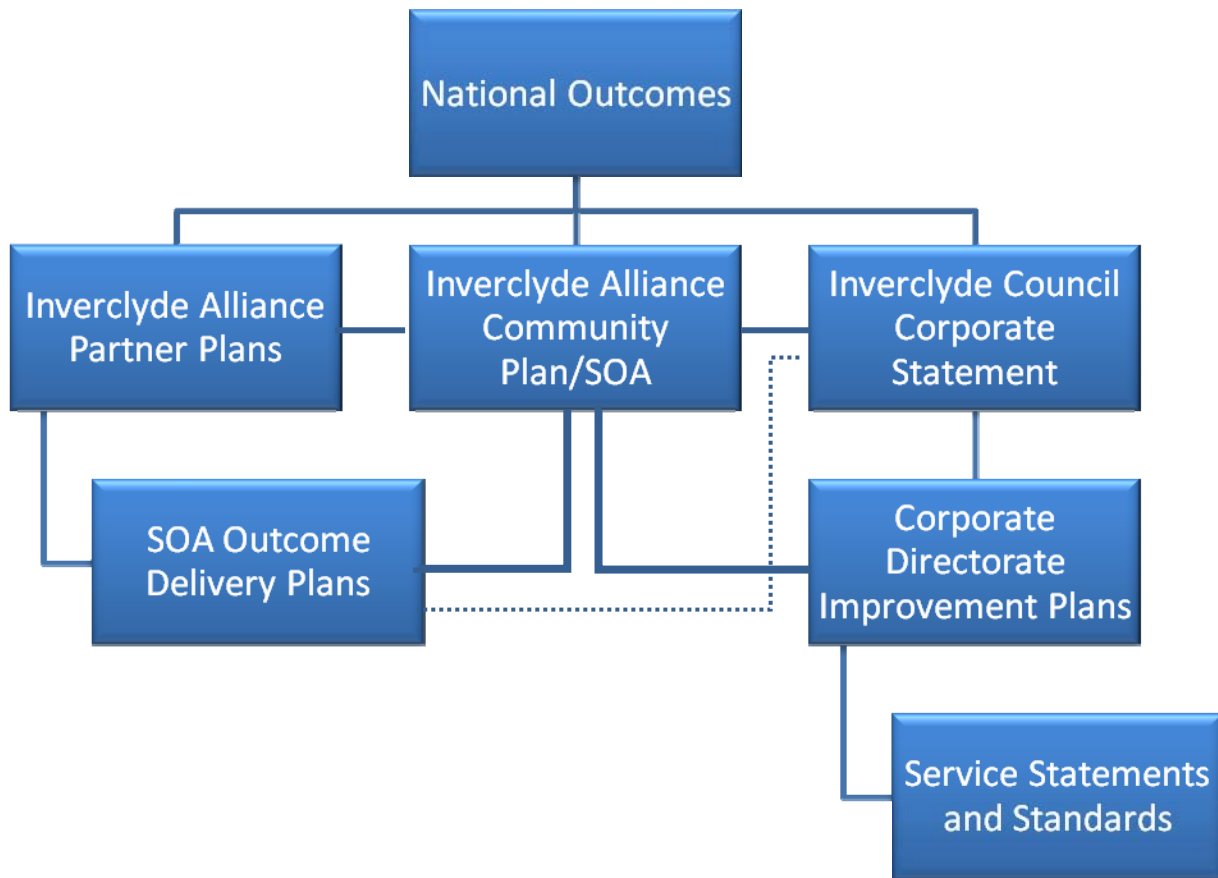
Service:	Customer Services and Business Transformation
Indicator:	Corporate Network Availability
Relevance:	Demonstrates availability of the network and access to ICT services required by services in their daily activities.
Current Performance Level:	99.99% December 2013 (100% Rolling 12 month average Dec 2012)
Target Performance Level:	99.5%
Analysis of Performance:	High level of availability supports services in meeting their targets.
Trend:	Level

Service:	Customer Services and Business Transformation
Indicator:	Incident Response Times
Relevance:	Demonstrates responsiveness of the ICT Servicedesk to queries and requests for assistance.
Current Performance Level:	98.75% Dec 13 (99.88% Rolling 12 month average Dec 12)
Target Performance Level:	90%
Analysis of Performance:	Ability to maintain high response rate supports staff in delivering services.
Trend:	Small performance drop due to 10% increase in work volume and staff reductions.

Service:	Organisational Development, Human Resources & Performance
Indicator:	Sickness Absence for Quarter 3
Relevance:	High levels of attendance lead to higher levels of service provision, heightened morale and, for the purposes of Best Value, the provision of competitive and effective services.
Current Performance Level:	4.34% Period 3 (July – Sept 2013)
Target Performance Level:	4.75%
Analysis of Performance:	Performance is currently exceeding target. Period 3 relates to the period July- September 2013. Figures for the period October to end December are currently being finalised.
Trend:	Decline - 4.06% Period 3 (July – Sept 2012)

Service:	Organisational Development, Human Resources & Performance
Indicator:	Incident Rates (per 1000 employees)
Relevance:	This indicator demonstrates the number of incidents per employee. Examples of types of incidents the indicator covers includes animal exposure, building / masonry fault, contact with electricity, road traffic accident and a slip, trip or fall.
Current Performance Level:	65.5
Target Performance Level:	45 incidents per 1,000 employees. For 2012 there were 46.4 incidents reported per 1000 employees.
Analysis of Performance and Service Commentary:	<p>There has been a substantial increase in the number of incidents being reported. The number of incidents reported within the CHCP and Education, Communities and OD have shown a percentage increase of almost 50%. The number of incidents reported by Environment, Regeneration and Resources have remained relatively static.</p> <p>There has been a 109% increase in incidents of violence or verbal abuse being reported by Council Employees especially within Education. Education has introduced their new Positive Relations, Positive</p>

	<p>Behaviour Policy to provide Schools with a toolkit to assist in tackling this issue. The impact of this policy will be monitored.</p> <p>The significant rise in incidents coincides with the introduction of a new online accident reporting system which has made it easier for employees to record incidents, and raised the profile of incident reporting across the Council. This is the first full year in which the system has been operational.</p> <p>There have been some positive outcomes in terms of accident reporting; Environmental and Commercial Services reported no RIDDOR reportable incidents in the 2nd Quarter of the year. This is a significant achievement for one of the higher risk Service areas.</p>
Trend:	Rising



1. Safe




Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<p><u>Data Protection</u></p> <p>All CCTV installations and deployments controlled by the Council should operate to the same standards, be appropriately specified and maintained and should have a consistent approach and regard for privacy and data protection</p> <p>Develop an overall corporate approach to image retention, maintenance, procurement and use</p>	<p>An overall review of all the Council's installations and deployments of cameras will be carried out in 2013/14 and a set of common standards agreed and implemented by April 2015.</p>	<p>● Slight Slippage</p>	<p>Initial discussions on data protection issues with legal services. To be discussed at information governance meeting before going forward.</p>
EC&OD	<p><u>Tackling Violence & Knife Culture</u></p> <p>Further reduction in the incidences of violence, knife crime and bullying - MVP embedded in all secondary schools</p>	<p>Roll out MVP to other secondary schools</p> <p>Violence Prevention Programmes including No Knives Better Lives developed and sustained.</p> <p>Anti bullying policy fully implemented</p>	<p>● Slight Slippage</p> <p>● On Track</p> <p>● On Track</p>	<p>A Personal Development Day is being held on 26 & 27 November. The event is aimed at teachers, youth workers and other professionals who work face to face with young people in raising awareness around the issues of violence and risk taking behaviour. All schools have been audited and asked to send in details of the anti-bullying policy in place.' See Me' representative visiting the Council in October to evaluate this information and help determine the way forward.</p>
EC&OD	<p><u>Health Protection / Food Safety</u></p> <p>All businesses where there is a risk to food safety arising from cross contamination will have processes and procedures in place to eliminate or adequately control the risk in line with the guidance</p>	<p>Fully implement the FSAs Cross Contamination Guidance across businesses in line with programme detailed in the Official Feed and Food Services Plan by March 2015</p>	<p>● On Track</p>	<p>On track for completion ahead of March 2015 deadline</p>

● Blue – Complete ● Green – On Track ● Amber – Slight Slippage ● Red – Significant Slippage

1. Safe

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<p><u>Health & Safety</u></p> <p>The enforcement priorities of Inverclyde Council should be clear and understandable to local employers and those likely to be affected by their actions, both employees and others</p> <p>Enforcement will be consistent with national policies but at the same time will give maximum protection to the community and maximum support to local businesses</p>	<p>Develop a new Health and Safety Strategy and Enforcement Policy for Inverclyde. Annual review to ensure it remains consistent with national policy</p>	<p> Slight Slippage</p>	<p>Slight delay to commencement of project whilst awaiting further guidance from HSE / central government. Work has now commenced on strategy.</p>
EC&OD	<p><u>Anti-social behaviour</u></p> <p>Anti-social behaviour and community safety services are aligned with current needs and are able to quickly react to changing circumstances</p> <p>Match resources to community needs</p>	<p>Carry out a full review of anti-social behaviour which will cover strategy and partnership working; a reassessment of priorities and any reconfiguration of services required.</p> <p>Review to be carried out by April 2014 with recommendations implemented over 2014/15 if approved</p>	<p> On Track</p>	<p>Review of service data complete , full review underway - completion target January 2014</p>
ER&R	<p><u>Roads Network</u></p> <p>Maintain and improve the quality of the roads network infrastructure</p>	<p>Options report has been prepared for consideration in due course by Council. For priority works, funding has been identified through supported borrowing and CFCR for prioritised works in 2013/14. with £17m investment in roads infrastructure agreed.</p>	<p> On Track</p>	<p>Budget spend on track for 2013/14 and starting to prepare future years programmes of works for 2014/15 and 2015/16</p>

 Blue – Complete
  Green – On Track
  Amber – Slight Slippage
  Red – Significant Slippage

1. Safe

Appendix 2


Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
ER&R	<u>Data Protection</u> The Council's approach to data protection is fully developed	Develop training, policies and procedures	● On Track	
ER&R	<u>Regulatory of Investigatory Powers (Scotland) Act (RIPSA)</u> Implement recommendations regarding improvements to be made at last inspection by Surveillance Commissioner	Carry out actions required to meet recommendations and report to Council on progress	● Slight Slippage	Report to be submitted to November 2013 meeting of Policy & Resources Committee.
ER&R	<u>Risk Management</u> Implement and embed risk management in key business / management processes	Develop a Risk Management Action Plan by 31 August. Action Plan fully implemented by 31 March 2015	● Complete ● On Track	
ER&R	<u>Software Asset Management</u> Be confident that all software deployed on the network is fully licensed and all asset records are accurate	Working with services and suppliers to ensure compliance	● Complete	Action 1 - Servicedesk staff will now only install software where clear evidence exists of licences being available. Evidence available from Service desk of instances where users have claimed that software should be installed but couldn't provide evidence and the application wasn't installed. Action 2 - Domain Security settings prevent installation of system files in local or networked drives, however staff can still run executable files that may allow copying of non-application files to folders that they


● Blue – Complete ● Green – On Track ● Amber – Slight Slippage ● Red – Significant Slippage

1. Safe

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
				have read/write access. There is no satisfactory method to prevent this without impacting on day to day use.

 **Blue – Complete**

 **Green – On Track**

 **Amber – Slight Slippage**

 **Red – Significant Slippage**

2. Healthy

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<p><u>SHAHRP</u></p> <p>Increase understanding of the impact of alcohol misuse across S2/3</p> <p>Fewer pupils involved in alcohol misuse</p>	<p>Implement a teacher and training pack with young people through guidance and PSE teachers with S2 cohort. First part of the research to be completed by 2014.</p>	<p>● On Track</p>	<p>Research is continuing in three establishments and is in year 2. The three secondaries that are part of the research are continuing to run PSE activities using the SHAHRP materials.</p>
EC&OD	<p><u>Housing Investment</u></p> <p>Adequate funding is available to meet affordable housing needs</p>	<p>SLP project completion by 31 March 2015 to be achieved in partnership with Registered Social Landlords</p> <p>Contributions in kind (IC) and new innovative funding proposals (RSLs) will be developed</p> <p>Regular project team meetings and monitoring by HSD</p>	<p>● On Track</p> <p>● On Track</p> <p>● On Track</p>	<p>RCH & Oaktree HA projects are currently on track. Link HA may have a completion date slippage by 4 months, however they have been requested to try and bring back the project on track.</p> <p>Council has permitted transfer of 3 areas of ground to RSLs at nominal cost to enable the construction of affordable housing.</p> <p>Have meet with Partner RSLs on 7th October with HSD. RCH & Oaktree HA projects are currently on track. Link HA may have a completion date slippage by 4 months. However they have been requested to try and bring back the project on track. The meetings will be held every 6 months.</p>
EC&OD	<p><u>Health & Wellbeing of Young People</u></p> <p>Develop a similar facility to IYouthzone for the young people in Port Glasgow</p> <p>Improved outcomes for young people of Port Glasgow</p>	<p>Identify suitable premises</p> <p>Develop funding package for refurbishment and running costs</p> <p>Establish new facility with range of programmes to meet the needs of young people of Port Glasgow</p>	<p>● On Track</p> <p>● On Track</p> <p>● On Track</p>	<p>£75,000 contribution to match funding approved by P&R 24 Sept2013</p> <p>Consultation exercise with young people and other stakeholders underway</p>

● Blue – Complete
 ● Green – On Track
 ● Amber – Slight Slippage
 ● Red – Significant Slippage

3. Achieving







Appendix 2


Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<p><u>External Funding Group</u></p> <p>Establish development sessions for managers to support funding applications.</p> <p>Work in closer partnership with community and voluntary sector</p>	Development group and funding officer to be more proactive in setting up training sessions / events	● Complete	New External Funding Officer in place. Responsibilities for action have transferred to post holder.
EC&OD	<p><u>Literacy</u></p> <p>Literacy Action Plan is in place and able to evidence improved practice and outcomes for literacy across all establishments and sectors</p>	Use of evidence based approaches which lead to key improvements in literacy skills for all	● On Track	Work in progress.
EC&OD	<p><u>Learning Communities</u></p> <p>Improve joint planning with partners including schools to create a network of learning communities with increased community use in schools</p>	<p>Pilot learning community in one identified area.</p> <p>Set process in place in line with Education Scotland (HMle) advice and guidance</p>	● On Track	Guidance note has been sent out and shared with partners and school based staff regarding learning community inspections.
EC&OD	<p><u>Employability</u></p> <p>Youth Employment Action Plan implemented and able to evidence improved practice and outcomes for employability across partner providers and partnerships</p> <p>Employment component of Adult Learning and Literacy Action Plan</p>	<p>Implementation and robust evaluation of Inverclyde Youth Employment Action Plan</p> <p>Implementation and robust evaluation of Employability component of Adult Learning and Literacy Action Plan integrated within Working for Growth refreshed</p>	● On Track	IYAP has been renamed Youth Employment Activity Plan. Awaiting confirmation that SDS may take this role.


● **Blue – Complete**
 ● **Green – On Track**
 ● **Amber – Slight Slippage**
 ● **Red – Significant Slippage**

3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
	integrated within Working for Growth: Refreshed Employability Framework	employability framework.		
EC&OD	<p><u>Continuous Improvement Team</u></p> <p>Embed core functions of continuous improvement work: professional dialogue, development and pastoral support</p> <p>Ensure a more collective approach to continuous improvement and to improving outcomes for all learners further</p> <p>Consistent approach to self evaluation</p> <p>A shared vision of what excellent self evaluation looks like</p>	<p>Fully implement Continuous Improvement Team guidelines</p> <p>Implement plans to further develop and share an understanding of excellent practice across establishments and learning communities</p> <p>Better partnership working in regard to self evaluation</p>	<p> Complete</p> <p> On Track</p> <p> On Track</p>	A full evaluation of the guidelines has been carried out and changes made as a result.
EC&OD	<p><u>Curriculum for Excellence</u></p> <p>Curriculum for Excellence is being fully and effectively embedded across all educational establishments by confident staff who are delivering all pupil entitlements. providing high quality learning experiences, developing children and young people as Successful Learners, Confident Individuals, Effective Contributors</p>	<p>Work in partnership with Education Scotland to support and develop the confidence of staff to effectively deliver the Curriculum for Excellence across all sectors and establishments</p> <p>Work in partnership with SQA to support secondary teachers with delivery of the new National Qualifications</p>	<p> On Track</p> <p> On Track</p> <p> On Track</p>	

 **Blue – Complete**

 **Green – On Track**

 **Amber – Slight Slippage**

 **Red – Significant Slippage**

3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
		<p>Fully embed the principles from the national 'Building the Curriculum' documents to deliver better outcomes for all children and young people</p> <p>Review our interim Senior Phase model involving extensive consultation with all stakeholders</p> <p>Providing training and advice to primary and secondary teachers to enable them to support pupils with the production of P7 and S3 profiles</p>	<p>● On Track</p> <p>● On Track</p>	
EC&OD	<p><u>Developing Leadership in Teachers</u></p> <p>Schools and Early Years establishments are supported with the implementation of the recommendations from 'Teaching Scotland's Future' (Donaldson Report)</p>	<p>Take steps to improve leadership capacity across all establishments, including:</p> <ul style="list-style-type: none"> - Develop a new partnership with University where there is a shared responsibility for key areas of teacher education - Review our PRD process to ensure that it needs the needs of all staff and will focus on professional needs 	● On Track	<p>Reports have been considered by CMT. Leadership seminar to be held 9 October with inputs from GTC and Education Scotland on taking this agenda forward. All Heads of Establishment will be involved.</p>
EC&OD	<p><u>Teacher Employment</u></p> <p>Implement recommendations and</p>	<p>Working closely with HR and teacher Trade Unions to ensure a smooth</p>	● On Track	Ongoing process

● Blue – Complete ● Green – On Track ● Amber – Slight Slippage ● Red – Significant Slippage

3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
	advice from national reviews relating to teachers' terms and conditions of service	implementation of recommendations based on advice received from SNCT Ensure planned changes are focus of work of informal LNCT		
EC&OD	<u>Virtual School</u> Establish a 'virtual school' for pupils who have proved more challenging to track in terms of progress and outcomes These pupils will be regularly tracked and monitored through the ASN monitoring forum	Create a 'virtual school' which will be managed by a 'virtual team' at the centre Identify pupils in out of authority placements Improved tracking and transition planning Better support provided for pupils identified	● On Track ● On Track ● On Track ● On Track	
EC&OD	<u>New Libraries</u> Improved library facilities in Central Greenock and Inverkip	Full refurbishment of ground floor of Wallace Place to house Greenock Central Library by end 2014 Inclusion of library space within new community centre planned for Inverkip by end 2014	Net yet started Not yet started	
EC&OD	<u>Adult Learning Service (libraries)</u> A modern and innovative digital participation hub utilising new technology and wi-fi to get people	Innovative adult learning delivery and extension of partnerships with organisations such as Job Centre Plus and Skills	● On Track	Ipad and laptop classes delivered. Established links with JCP (making links to our classes and Job clubs drop-ins; welfare reform training for staff) and SDS

● Blue – Complete ● Green – On Track ● Amber – Slight Slippage ● Red – Significant Slippage

3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
	online with a particular focus on employability	Development Scotland - Development of outreach techniques March 2014	● On Track	CLD run basic IT jobs club drop in. This started in Sept 2013
EC&OD	<u>Library Services for Young Adults</u> Improved library services for the 12-16 year age group	Development of collection Increased collaboration with school libraries Establishment of a teen book club Use of new media to further engage with teens A programme of author visits Involvement of teens in stock selection and planning of activities within libraries	● On Track ● On Track ● On Track ● On Track ● On Track ● On Track	New stock ordered for teenage book collections Collaboration with Notre Dame, Inverclyde Academy and St Columba's school libraries on author visits in August reaching approx 300 12-14 year olds Author visit scheduled for S3 pupils from St Stephen's & Port Glasgow HS to take place in November at PG library Planning meeting held with Notre Dame staff to involve teens in stock selection
EC&OD	<u>Env Health / Trading Standards</u> We are able to benchmark the services against those provided by both neighbouring and more comparable Scottish authorities to ensure that the services are performing as well as they can within the financial and structural circumstances they operate under.	Work with APSE and other Scottish Environmental Health and Trading Standards to develop a more meaningful basket of KPIs for these services to allow meaningful benchmarking. Initial KPIs to be agreed by March 2014.	● Significant Slippage	Meeting with APSE at COSLA July 2013. Agreement to form small working group to take project forward but no updates from APSE since. Inverclyde volunteered to be part of working group if required.
EC&OD	<u>Adult Learning</u>	Map all of adult learning provision, process developed	● On Track	

● Blue – Complete ● Green – On Track ● Amber – Slight Slippage ● Red – Significant Slippage

3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
	All adult learning provision is mapped. Processes are in place to ensure no learner completes a programme without being encouraged to continue their learning	and agreed with providers receiving public funding to support continued engagement		
EC&OD	<u>Competitiveness</u> Effective processes are in place to ensure challenge and improvement. These are used consistently across services.	Enhancement of self evaluation guidelines and processes regarding competitiveness and challenge	● On Track	Competitiveness and Challenge Workshops held with Senior Officers in September / October 2013.
EC&OD	<u>Self Evaluation</u> Self Evaluation is embedded into everyday performance and management and planning processes	Training rolled out across services and guidance distributed across the Councils by December 2014	● On Track	Workshops on the Council's Improvement Model were held for senior managers in July & August 2013
EC&OD	<u>Strategic Planning & Performance Management Framework</u> All employees are aware of the Council's vision, outcomes and values and these are embedded in service planning Integration of the wellbeing outcomes across all planning and performance management across the Council and Inverclyde Alliance Partners	Information readily accessible on ICON Develop Information Packs Provide further training sessions	● Complete ● Complete ● Complete	Information for employees was updated on ICON in June 2013. Revised information and new links placed on ICON in June. Workshops held over July - September where further information on the SPPMF was circulated to senior managers. As above A series of fortnightly drop in sessions has been

● Blue – Complete
 ● Green – On Track
 ● Amber – Slight Slippage
 ● Red – Significant Slippage

3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
		Provision of drop in sessions to support services in the development of plans and strategies June – December 2013	● Complete	established.
EC&OD	<p><u>Public Performance Reporting</u></p> <p>PPR is easily accessible to members of the public</p> <p>Alls services play a role in making performance information accessible</p>	<p>Improve information on web from all services</p> <p>Provide information in varying formats</p> <p>Provide information in different formats to ensure that it is meaningful at all levels of the organisation</p> <p>Work with libraries to assess demand and to facilitate access via the web to members of the public</p> <p>Utilise INVIEW as a means of providing performance information to all households</p>	<p>● On Track</p> <p>● On Track</p> <p>● On Track</p> <p>Not yet started</p> <p>Not yet started</p>	The Corporate Policy Team is currently carrying out a review of our PPR arrangements for SPIs/KPIs. Also working with ICT to design performance pages for SPIs/KPIs which all services can feed in to. A report on PPR has been considered by the CMT and meetings have taken place with managers to discuss the review of PPR that is underway. The Improvement Workshops that have taken place also covered PPR.
EC&OD	<p><u>Inverclyde Performs</u></p> <p>Inverclyde Performs is used to record</p>	Further training for Inverclyde Performs Users	● On Track	Inverclyde Performs demos held in July / August for senior officers. Training also carried out with small groups / individuals. Electronic user guidance

● Blue – Complete
 ● Green – On Track
 ● Amber – Slight Slippage
 ● Red – Significant Slippage

3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
	<p>and report all performance across the Council</p> <p>Inverclyde Performs is used for both performance management and ongoing self evaluation by managers, officers and Councillors</p>	<p>Work with DMTs and EMTs to establish training needs and develop a training plan</p> <p>Work with services to identify which plans, strategies and projects should be developed on Inverclyde Performs</p>	<p>● On Track</p> <p>● On Track</p>	<p>available on ICON. As above</p> <p>A number of plans / strategies from across all Directorates have been uploaded to the system and others identified. Discussions have also taken place with ICT regarding schools being able to access the system to monitor Standards and Quality Reports etc.</p>
EC&OD	<p><u>HR 21</u></p> <p>The maximum number of employees are able to use HR21 to manage their personal information requests for leave, employee development etc</p> <p>Sickness Absence recording and statistics drawn from Chris 21</p> <ul style="list-style-type: none"> - Pensions auto enrolment - Real time information from HMRC 	<p>HR21 to be rolled out to Education, CHCP in 2013 and Environmental Services & PA&FM March 2014</p> <p>Pilot for compiling statistics from Chris 21 in OD, HR & Comms in September 2013 Extend pilot to other services in parallel with self service April 2014</p> <p>Software installation and process review to ensure compliance; liason with the Pensions Regulator, SPFO and SPPA by May 2013</p> <p>Software installation and process review to ensure compliance; liaison with the HMRC and BACS software provider by August 2013</p>	<p>● On Track</p> <p>● On Track</p> <p>● Slight Slippage</p> <p>● Complete</p>	<p>Education complete and rolling out to CHCP</p> <p>Pilot for OD, HR and Comms is complete. Now rolling out to other Services.</p> <p>Appropriate software has not yet been installed due to supplier failure. Manual workarounds are in place to ensure compliance.</p>

● Blue – Complete

● Green – On Track

● Amber – Slight Slippage

● Red – Significant Slippage

3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<u>Recruitment Portal</u> Recruitment portal to be upgraded. On / Grasp software	Training / e-learning / development of new Recruitment Handbook for Managers	● On Track	Awaiting software from Cosla.
		Move to Talent Link	● On Track	As above
EC&OD	<u>Workforce Development Plan</u> To deliver the four themes as outlined in the Workforce Development Plan	Implement the actions as identified within the 4 workstreams within the Plan	● On Track	Plan in full progress
EC&OD	<u>Corporate Communications Strategy</u> To have an agreed Corporate Communications Strategy	Development of Communications Strategy working with services and the CMT	Not Yet Started	To be completed by June 2014
EC&OD	<u>Social Media</u> Use of Social Media as a co-ordinated means of communication and customer contact across the organisation	Creation of social media guidelines for use across the Council and schools	● On Track	At CMT
EC&OD	<u>Website</u> Review and design a new Council website including online services	Review content of the website via a cross departmental content review team	● On Track	Cross directorate web forum in place.
		Draft a new design and agree with CMT	● On Track	Design being reviewed by the Web Forum.

● Blue – Complete
 ● Green – On Track
 ● Amber – Slight Slippage
 ● Red – Significant Slippage

3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<u>Events</u> Carry out reviews of certain events - Fireworks, Gourock Highland Games and Christmas Lights Switch On Improved events listing on website	Cross service events group to be set up and to report to the CMT	● On Track	Highland Games has been reviewed.
EC&OD	<u>Press & Media</u> Conduct a review of the Media Relations Protocol	Prepare draft media relations protocol and issue to CMT and Senior Councillors by end June 2013 Carry out media training events for key Council staff by end December 2013	● Slight Slippage ● On Track	This is being combined with Social Media Guidelines and submitted to CMT. Media training has taken place for Head Teachers
EC&OD	<u>Inview</u> Review the design, layout and frequency of publication of Inview	Create Reader Survey to assess readership views of InView by November 2013	● On Track	Survey will be in the November edition of Inview
ER&R	<u>Property Estates Management</u> Reduce the number of buildings, refurbish and improve the efficiency of those remaining. Asset Management Plan includes the refurbishment of Greenock municipal buildings, Central Library Offices, Wallace Place and creation of new Port Glasgow Office and the closure of Cathcart House, West Stewart Street Office, Newark House, Strone Office and others.	Asset Management Plan agreed, implemented and ongoing with funding in place. Projected completion summer 2014	● On Track	Cathcart House vacated May 2013. Projected completion of Wallace Place, Central Library and Princes Street by summer 2014 allowing closure of Newark House, Dalrymple House, Kirn House 99 Dalrymple Street and Gourock Municipal buildings

● Blue – Complete
 ● Green – On Track
 ● Amber – Slight Slippage
 ● Red – Significant Slippage

3. Achieving







Appendix 2


Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
ER&R	<u>School Estate Management Plan</u> School Estate Management Plan complete with all schools replaced or fully modernised	Complete current projects and complete primary school refurbishment programme	● On Track	Detailed update report presented to November meeting of Education & Communities Committee.
ER&R	<u>Grounds Asset Management</u> Fully developed Land Asset Plan to include open spaces, cemeteries, strategies and play area provisioning	Continue phased play area development Identify cemeteries, implement next phase of investment in 2013/14 Ongoing site by site condition assessment to inform budget setting priorities	● Slight Slippage	Play area plans for this year and next year approved and in progress. Cemeteries plan drafted Majority of routine assets have been logged e.g. grass, flower/shrub beds, pitches etc. Open Space plan is pending. Overall update to CMT in February 2014.
ER&R	<u>Tourism</u> All available tourism opportunities are maximised	Utilisation of current tourism action plan	● On Track	
ER&R	<u>Building Standards</u> Compliance with nationally agreed Local Authority Building Standards Scotland (LABSS) and Scottish Government Building Standards Division (BSD) Continuous Improvement Plan	Undertake procedural changes identified as Key Performance Outcomes, completion dates staged	● On Track	
ER&R	<u>Development Management</u> Compliance with targets set in the	Encourage use of the ePlanning system	● Complete	


● Blue – Complete ● Green – On Track ● Amber – Slight Slippage ● Red – Significant Slippage

3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
	Planning Service Improvement Plan	Work with customers to deliver faster planning decisions Review the Planning Enforcement Charter		
ER&R	<u>Riverside Inverclyde</u> Riverside Inverclyde – Deliver Operating Plan	Ongoing monitoring and review against RI milestones	 Slight Slippage	Slight delay in delivery of some projects and progress being made in developing new 2 year joint operating plan with a draft expected to be prepared by the end of the year.
ER&R	<u>Repopulation</u> Stabilise population within Inverclyde	Develop and implement Action Plan	 On Track	Action Plan developed and being implemented with an update to the November P&R Committee
ER&R	<u>Service Accountancy</u> Improve the budget management by budget holders whilst managing a reduction in accountancy staff by 4 FTE	Improve systems and associated management information. Improve budget holder knowledge and increase self reliance	 On Track  On Track	Implemented a bi-monthly monitoring reporting system, maintaining monthly information to CMT. On target, BH training has been delivered to non teaching budget holders and planned for teaching staff. Move towards full monitoring for Committee reporting progressing
ER&R	<u>Finance Related Systems</u> – Implementation of SWIFT finance module – Full on-line payment capability 24 hour access – Reduction in face to face payments	Pilot implemented by March 2013, full roll out programme during 2013/14 Upgrade systems and implement new procedures	 On Track  Complete	Progressing well, 2 service areas on live system with reporting being developed. Work progressing on other areas as planned. Project Team fully established. Upgrade completed October 13. Will start to monitor in line with the upgrade of the payment above.

 **Blue – Complete**

 **Green – On Track**

 **Amber – Slight Slippage**

 **Red – Significant Slippage**

3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
ER&R	<u>Customer Service Centre</u> Greater online and telephone contacts speeding up service delivery and making efficiencies	Work with ICT and Corporate Communications to ensure that effective systems and processes are in place to facilitate channel shift. Progress will be tracked through the Customer Service Action Plan. Rolling programme over 3 years.	● On Track	Web based payments for Council Tax and Sundry Debt can now be made on line. A Channel Shift group has been established and a new Development Officer post has been created to help facilitate this action. ICT are also in the process of recruiting for an Application Delivery Technician which will help facilitate channel shift.
ER&R	<u>Customer Service Centre</u> In line with the CS Strategy, have Service Level Agreements in place between the CSC and all relevant services.	Development of Service Level Agreements between the CSC and all relevant services.	● Slight Slippage	The delay is a result of the workload involved with the implementation of the Welfare Reform agenda. A revised timescale has been approved by the Chief Internal Auditor. The appointment of the Development Officer in Customer Services will help progress the task of completing Service Level Agreements.
ER&R	<u>Customer Service Centre</u> Expand the range of customer service enquiries at first point of contact	Migration of appropriate services into the Customer Service Centre for front facing and telephony contact with customers. Progress will be tracked through the Customer Service Action Plan and the Corporate Improvement Group	● On Track	The Renfrewshire Joint Evaluation Board and Registrar Services are now delivered from the Customer Service Centre.
ER&R	<u>Welfare Reform Agenda</u> Introduce and deliver the council tax reduction scheme, the Scottish Welfare Fund and the changes to Housing Benefit legislation from April 2013 and manage the impact of the move to universal credit	Oversight from the Project Board with regular reports to Committee on key milestones	● On Track	The CTR reduction scheme, the Scottish Welfare Fund along with the other changes to legislation including the introduction of the Social Size Criteria and the subsequent impact of Discretionary Housing Payments have all been successfully implemented on time.

● Blue – Complete ● Green – On Track ● Amber – Slight Slippage ● Red – Significant Slippage

3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
ER&R	<u>Procurement</u> Deliver Strategic Procurement Framework and achieve improved PCA performance	Monitored via the Procurement Board and regular committee updates	● Complete	PCA score assessed at 'Improved' Performance in October.

● Blue – Complete

● Green – On Track

● Amber – Slight Slippage

● Red – Significant Slippage

4. Nurturing

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (improvement action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<p><u>Pupil Support</u></p> <p>Complete a reconfiguration of support staff infrastructure, making a more efficient use of resources and teaching so that pupils needs are more effectively met</p>	<p>This will be taken forward by the Review Reference group and sub-groups and will include:</p> <p>a. A full audit including a survey and consultation with all stakeholders</p> <p>b. Development of model options based on the proposed direction</p>	Not Yet Started	
EC&OD	<p><u>Volunteering</u></p> <p>Opportunities for volunteering are co-ordinated and quality assured.</p> <p>Number of opportunities increased.</p> <p>Numbers gaining accreditation for volunteering increased.</p>	<p>Co-ordinate planning for volunteering across establishments, CLD, Youth Employment Action Plan and voluntary sector and identify opportunities for accreditation.</p>	● On Track	<p>Volunteers now active across CLD-Adult Learning and Literacies. SQA accredited training offered to all potential volunteers.</p>
EC&OD	<p><u>Strategic Guidance for CLD</u></p> <p>Implementation Plan in place.</p> <p>Progress made in realising outcomes of CLD strategic guidance specifically:</p> <p>(1) improved life chances for people of all ages, including young people in particular, through learning, personal development and active citizenship</p> <p>(2) Stronger, more resilient, supportive, influential and inclusive communities</p>	<p>Develop implementation plan using process agreed at Education Committee with emphasis on SOA Delivery Groups</p> <p>Establish priorities and baseline for measuring progress towards achievement of outcomes</p>	● On Track	<p>Director has written to all SOA leads to progress implementation through Delivery Groups. M Mallon to present finalised plan to Alliance Board at their next meeting. Activity Plans with baseline against which progress will be measure in draft form.</p>

● Blue – Complete ● Green – On Track ● Amber – Slight Slippage ● Red – Significant Slippage

4. Nurturing

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (improvement action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<p><u>Children and Young Person's Bill</u></p> <p>Fully implement GIRFEC model and use of wellbeing outcomes through GIRFEC Champions approach</p> <p>Business processes across the Education, CHCP and partners to support the implementation of the Act</p> <p>A training strategy, both single and multi agency in place</p> <p>Fully implement by 2016 additional extra years hours</p>	<p>Implementation of GIRFEC</p> <p>Consultative approaches adopted</p> <p>Training Strategy delivered</p>	<p>● On Track</p> <p>● On Track</p> <p>Not yet started</p>	<p>Multi-agency implementation group have benchmarked where we are in terms of the maturity model for GIRFEC. The groups have been set up to work on practice guidance and procedures for GIRFEC re. The Child's Plan, Lead Professional National Practice Model.</p> <p>This will follow having completed the above actions</p>
EC&OD	<p><u>Early Years / Nurturing Collaborative</u></p> <p>We are delivering tangible improvements in outcomes and reducing inequalities in vulnerable children in Inverclyde</p>	<p>Establishment of the Nurturing Collaborative</p> <p>Engagement in the Early Years Collaborative learning sessions run by the Scottish Government</p> <p>Development of an action plan focused on early intervention and prevention in relation to the EYC 'stretch aims'</p>	<p>● Complete</p> <p>● On Track</p> <p>● On Track</p>	<p>A cross-agency Nurturing Collaborative Group has been established and meets regularly. A programme manager post will be advertised to lead on this.</p> <p>Full uptake of available places on Learning Session 1 & 2. 20 places at LS3 to be held in October have been reserved.</p> <p>13 potential 'Tests of Change' identified across 3 workstreams relating to the 'stretch aims'. A meeting has been held with Scottish Government to discuss this and how to take these forward.</p>

● Blue – Complete
 ● Green – On Track
 ● Amber – Slight Slippage
 ● Red – Significant Slippage

4. Nurturing

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (improvement action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<u>Museum Accreditation</u> Maintain McLean Museum accredited status under the ACE/ MGS scheme	Fulfil the requirements of the ACE/ MGS Scheme in the areas of organisational health; collections; users and their experiences	● On Track	Accreditation application made in July 2013. Awaiting results.
EC&OD	<u>New Cultural Hub</u> A new Cultural Hub for Inverclyde. This requires successful Round 1 HLF bid plus development funding for Round 2.	Complete round 1 bid and submit by March 2013. Round 2 bid submitted September 2014	● Slight Slippage	Some slippage due to various factors. Round 1 bid due to be submitted October 2013.
EC&OD	<u>Archives</u> Improved storage and preservation of, and access to, the Watt Library archives	Development of a better storage facility to protect the archives Use of preservation materials to prolong its life Cataloguing of materials for improved access	● On Track ● On track ● On Track	Unable to install new shelving due to dry rot in building. Archival materials have been acquired resulting in improved access, storage and preservation. Cataloguing has increased to around 7,500 records.
EC&OD	<u>Community Councils</u> All community representatives are skilled and confident in meeting the challenges of their changing role	Enhanced programme of training and support for community representatives, including embedding of training in ongoing activities and meetings	● On Track	

● Blue – Complete ● Green – On Track ● Amber – Slight Slippage ● Red – Significant Slippage

4. Nurturing

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (improvement action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<u>Young Scot Cards</u> Young Scot Card system extended to include Kidz cards for all children aged between 4 and 11 resident or attending school in Inverclyde	Negotiate with Young Scot to introduce Kidzcards in Inverclyde. Establish systems and quality assurance procedures	● On Track ● On Track	
EC&OD	<u>SOA</u> New revised SOA available with new approaches developed to meet Scottish Government expectations, including preventative and early intervention work and policy and resources across partnership	Hold workshops with all partners Subgroups set up to deal with resource development and measurement - August 2013	● Complete ● Slight Slippage	Workshops were held mid 2013. Improvement workshop held on 30 September to begin to scope out how Alliance might gather information about joint resourcing of partnership action.
EC&OD	<u>Absence Management</u> Reduce the absence rate across the Council to below 4.75% Consider standardised reporting to align with the SOLACE indicators	Continuation of the automation of processes(links to HR21 development) New HR interventions / pilots to assist management and reduce absence level Report to CMT and P&R Committee on standardisation of KPIs - August 2014	● On Track ● On Track ● On Track	Last two quarters have met target. Training ongoing. Preparing systems, a report has gone to the CMT, a report is being prepared to go to P&R Committee.

● Blue – Complete
 ● Green – On Track
 ● Amber – Slight Slippage
 ● Red – Significant Slippage

5. Active

Appendix 2


Directorate	Improvement Action	Performance Measure	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<u>PE Provision</u> 100% of primary schools achieving two periods per week of quality PE	PE co-ordinator recruited by May 2013 PE Plan implemented Number of schools providing minimum 2 hours PE to be increased by June 2014	● Significant Slippage	Co-ordinator appointed and accepted in May 2013. School unable to release until August. In the interim, the appointee accepted alternative post as acting PTPE. Uncertainty over extension of funding nationally, however will appoint to June 2014. Process underway.
EC&OD	<u>Community Sports Hub</u> A minimum of 3 Community Sports Hubs will be established and fully operational in Inverclyde	First hub fully operational by August 2013 Second hub fully operational by April 2014 Third hub fully operational by April 2015	● Complete ● On Track ● On Track	First CSH identified as Parklea CSH. All existing club users identified and invited to initial information meeting at St Stephen's High School. Interested clubs opted to engage in Parklea CSH. Executive management committee & constitution established. Several events and Coach Education days hosted by the Parklea CSH. Second CSH identified as Ravenscraig CSH incorporating Inverclyde Academy and Ravenscraig Sports Centre & Athletics Stadium. All clubs & schools invited to initial information evening hosted at Inverclyde Academy. Initial groundwork completed to identify potential sites for 3rd CSH in Inverclyde. Potential sites for the 3rd CSH will be submitted to the Sports Framework Steering group for consultation.
EC&OD	<u>Sports Framework</u>	Draft for consultation prepared by April 2013 with final Plan	● On Track	Draft available. Public consultation completed. Full steering group to meet again to approve framework


● Blue – Complete ● Green – On Track ● Amber – Slight Slippage ● Red – Significant Slippage

5. Active

Appendix 2

	Sports Framework will be drafted, consulted on and finalised. Group established to monitor implementation	reported to Committee and launched in August / September 2013 Annual review of implementation from May 2014		and then move towards design and print of framework.
--	---	--	--	--

 **Blue – Complete**

 **Green – On Track**

 **Amber – Slight Slippage**

 **Red – Significant Slippage**

6. Respected & Responsible


Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (improvement action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<p><u>Teenage Pregnancy</u></p> <p>Teenage pregnancy is below national average in target areas</p> <p>Supports in place to continue education if pregnant</p> <p>Effective and meaningful self assessment which informs planning / delivery to successfully support young people</p>	Health and Wellbeing Programme universally available	● On Track	SHRE materials are rolled out across all primary, secondary and ASN schools. A self assessment exercise has been undertaken using a multi agency approach using a toolkit developed by NHS Health Scotland and former LTS. Results of this will be fed back to the authority's sexual health local implementation group.
EC&OD	<p><u>Museum Services for Young People (16-24)</u></p> <p>Work in partnership with the National Museum of Scotland on a project for this age group entitled 'Scotland Creates' with theme 'A Sense of Place'</p>	Liaise with NMS Project Manager and Steering Group to create exhibitions / event programmes in Greenock by Aug/Sept 2013 and Edinburgh July/December 2014	● Complete	Museum has completed the exhibition phase of the project. Three work experience students worked on it, five volunteers who created all aspects of the show from researching texts to supplying graphics and photographs for the panels and a further two who assisted with some works. Around 25 young people attended presentations about the Clyde Pottery, the subject of the show. Further creative work with Scottish Ballet for around 20 young people is being planned as part of this project and there is further collaboration with National Museums Scotland to come in the second year of the project.
EC&OD	<p><u>Housing Repairs Enforcement</u></p> <p>Homeowners take on their responsibilities with the appropriate information and guidance available to them for common properties etc. which assists in leading to reduced levels</p>	<p>Review Housing Enforcement Policy</p> <p>Provide a range of information and signposting via various formats to householders to inform, advise and guide them in attending to matters of</p>	● On Track	Review underway

● Blue – Complete
 ● Green – On Track
 ● Amber – Slight Slippage
 ● Red – Significant Slippage

6. Respected & Responsible

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (improvement action)	BRAG Status (Blue, Red, Amber Green)	Comment
	of disrepair. Minimum formal enforcement role for the Council in the future	disrepair to their property		
EC&OD	<u>Home Energy Efficiency (private)</u> Better take up of grants by private owners More use of new available measures for 'difficult to treat' houses	Promote grant availability and improved energy efficiency to owners Continue to target 'difficult to treat' houses for investment March 2016	Not yet started	The liquidation of our Delivery Partner (SOLAS) has caused a delay in starting the new programme (HEEPS) , currently arranging for a replacement delivery partner.
EC&OD	<u>Parking Management & Enforcement</u> Parking is decriminalised and enforcement transferred to Safer and Inclusive Communities	Transfer of enforcement following decriminalisation with fully trained team in place likely to commence in August 2014	 On Track	New and Consolidated Traffic Control Orders process has commenced. Hearings by Transport Scotland are now required and this may delay the August 2014 full implementation date by a couple of months depending on the outcome of the hearings and when they take place.

 **Blue – Complete**
  **Green – On Track**
  **Amber – Slight Slippage**
  **Red – Significant Slippage**

6. Respected & Responsible

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
ER&R	<u>FOI Publication Scheme</u> FOI Publication Scheme. New scheme in place for implementation 31 May 2013	Develop and populate new Scheme liaising with services as required	● Complete	Complete. New Scheme has been available to view on the Council's website since 31 May 2013.
ER&R	<u>Community Councils Liaison</u> Updated and established processes and procedures in place to reflect best practice	Develop a suite of guidance materials for use by the service and Community Councils by 31 July 2013	● Slight Slippage	Guidance in Form of Handbook nearing completion. Consultation internally and with Community Councils on contents will follow prior to publication on the Council website.
ER&R	<u>Public Information Notices Portal</u> Council public notices published online	Redevelopment of the Council website and public notices published on Public Information Notices (PINS) portal by December 2014.	● On Track	Report going to November P&R Committee
ER&R	<u>Policy Development</u> Remaining corporate policies to be updated and brought into line with current legislation, case law and guidance / good practice	Identify priority policies based on legislative need, risk to the council and information gaps	● On Track	Severance and discipline policies completed. Re-employment Policy and Noise at Work Policy have been completed.
EC&OD	<u>Planning Policy (Carbon Management)</u> Reductions in carbon dioxide emissions	Implement Carbon Management Plan	● On Track	CO2 Emissions within the Councils scope and influence are at 5.6 tonnes per capita in 2011 from 6.0 tonnes in 2010 figures are provided annually with a 2-3 year time lag

● Blue – Complete
 ● Green – On Track
 ● Amber – Slight Slippage
 ● Red – Significant Slippage

7. Included

Appendix 2

	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<p><u>Equalities</u></p> <p>Requirements of the General Duty and Specific Duties are embedded in service delivery across all Directorates</p> <p>Service delivery better meets the needs of people with protected characteristics</p>	<p>Continue to provide appropriate guidance and support to Directorates</p> <p>Appoint an equalities officer to progress the Council's commitment to Equalities consistently across all services to ensure better outcomes</p> <p>Increase representation on Corporate Equalities Group to include a wide range of people with protected characteristics</p>	<p>● On Track</p> <p>● Complete</p> <p>● On Track</p>	<p>Interviews took place on 25 March and an officer is now in post.</p> <p>This work will be taken forward by the new Equalities Officer. A separate Equalities Forum will also be established.</p>
EC&OD	<p><u>Welfare Reform Bill</u></p> <p>All educational establishments to have full understanding and be prepared for the potential impact of the Bill.</p> <p>Range of community based learning programmes available to meet needs identified</p>	<p>Continue implementation of Financial Learning component of Financial Inclusion Strategy</p> <p>Liaise with RSLs regarding the impact of Welfare Reform</p>	<p>● On Track</p> <p>● On Track</p>	<p>An input has been provided to head teachers about the impact of Welfare Reform. Actions have emerged from this which will be followed up.</p> <p>RSLs represented on Financial Inclusion Partnership, Support and Connect Bid being submitted by RCH to provide one stop shop for financial advice, RSLs have funded Financial Fitness to work specifically with their clients who are struggling.</p>
EC&OD	<p><u>Engagement with Young People</u></p> <p>Young people across Inverclyde have a range of co-ordinated opportunities to be involved in decision making affecting their schools, services for young</p>	<p>Incorporate Young Citizens' Panel within the Youth Participation Strategy identified in SOA 6</p>	<p>● Slight Slippage</p>	<p>Officer responsible for this improvement action has been on long term absence therefore capacity issue within team to progress action.</p>

● Blue – Complete ● Green – On Track ● Amber – Slight Slippage ● Red – Significant Slippage

7. Included

Appendix 2

	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
	<p>people and communities</p> <p>Young people's voices are heard and their issues taken into consideration in service development and delivery</p>			
EC&OD	<p><u>Communication Friendly Schools</u></p> <p>Signage in and around Port Glasgow Shared Campus will accommodate the communication needs of all learners</p> <p>Learners and adults in the new campus will have access to good quality information relating to the diversity of need across the campus</p> <p>All children and young people will be appropriately prepared for transition to the new campus. Cross campus events will be a regular occurrence and these also involve the local community</p>	<p>An Action Plan will be formulated by the Communication Friendly Working Group based on a needs analysis of the developments required to take forward the aims identified</p>	<p>● Complete</p>	<p>The Action Plan is complete. The next step is the implementation of the actions.</p>
EC&OD	<p><u>LAAC</u></p> <p>Reduce the number of LAAC exclusion</p> <p>Improved attainment for LAAC</p>	<p>Roll out Positive Relationships and Positive Behaviour Policy</p>	<p>● On Track</p>	<p>Positive Relationships and Positive Behaviour Policy has been issued to all Head Teachers. The Strategic Leadership Development Group is continuing this session with a focus on improving outcomes for all looked after young people and has developed a Action Plan.</p>

● Blue – Complete
 ● Green – On Track
 ● Amber – Slight Slippage
 ● Red – Significant Slippage

7. Included

Appendix 2

	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<p><u>Museum Services for Young People (16-24)</u></p> <p>Work in partnership with the National Museum of Scotland on a project for this age group entitled 'Scotland Creates' with theme 'A Sense of Place'</p>	<p>Liaise with NMS Project Manager and Steering Group to create exhibitions / event programmes in Greenock by Aug/Sept 2013 and Edinburgh July/December 2014</p>	<p>● Complete</p>	<p>Museum has completed the exhibition phase of the project. Three work experience students worked on it, five volunteers who created all aspects of the show from researching texts to supplying graphics and photographs for the panels and a further two who assisted with some works. Around 25 young people attended presentations about the Clyde Pottery, the subject of the show. Further creative work with Scottish Ballet for around 20 young people is being planned as part of this project and there is further collaboration with National Museums Scotland to come in the second year of the project.</p>
EC&OD	<p><u>Outreach activities for ethnic minorities</u></p> <p>Barriers to participation in ESOL and adult learning programmes are overcome</p>	<p>Enhanced programme of outreach and engagement developed and in place</p>	<p>● On Track</p>	<p>CLD have conducted extensive outreach and engagement activities under the ESOL workstream</p>
EC&OD	<p><u>Gender Equality</u></p> <p>The percentage of female employees in the top 2% of earners is increased (currently 42%)</p>	<p>Monitor application of Council's Equal Opportunity policies by services</p> <p>Link with Corporate Equalities Officer to include as part of overall Equality Strategy for the Council</p>	<p>● On Track</p> <p>● On Track</p>	<p>Ongoing</p> <p>Collaborative work ongoing</p>

● Blue – Complete ● Green – On Track ● Amber – Slight Slippage ● Red – Significant Slippage

Report To:	Policy & Resources Committee	Date: 4 February 2014
Report By:	Acting Corporate Director Environment, Regeneration & Resources	Report No: FIN/07/14/JB/BH
Contact Officer:	Brendan Hurrell	Contact No: 01475 712654
Subject:	Procurement - Update	

1.0 PURPOSE

- 1.1 The purpose of the report is to update Committee on the progress being made with Procurement since the last report in September.

2.0 SUMMARY

- 2.1 The Corporate Procurement Manager previously developed a Strategic Procurement Framework (SPF) with the target of achieving, "conformance status", against the McClelland report. This was achieved in December 2011. The Policy and Resources Committee agreed a refreshed SPF for 2012 to 2014 and this is contained in Appendix 1 with updates on progress.
- 2.2 As detailed in a report to the November 2013 Policy and Resources Committee, the work completed on the SPF has contributed to a further significant improvement in the annual Procurement Capability Assessment from Scotland Excel with a score of 54% being achieved.
- 2.3 The Procurement Work stream savings achieved for 2010/13 of £1.027million have been "banked" and a new target of £413,000 for 2013/16 has been agreed. £283,000 has been secured in 2013/14 with a further £130,000 to be achieved.
- 2.4 The Policy and Resources Committee approved a proposal contained within the February 2013 Procurement Update report to pay Inverclyde based suppliers within 20 days rather than 30 days. Since approval was given to proceed with this proposal, 90% of payments to Inverclyde based suppliers have been made within 20 days.

3.0 RECOMMENDATIONS

- 3.1 That the Committee note progress on the Strategic Procurement Framework.
- 3.2 That the Committee note the progress made in savings delivery.
- 3.3 That the Committee note the progress being made on paying Inverclyde suppliers

4.0 STRATEGIC PROCUREMENT FRAMEWORK

- 4.1 There are 4 performance standards identified within the McClelland report on Public Procurement in Scotland: Non Conformance, Conformance, Improved Performance and Superior Performance.
- 4.2 The work completed on the SPF has contributed to a further improvement in the annual Procurement Capability Assessment (PCA) from Scotland Excel with a score of 54% being achieved in the most recent assessment in October 2013. This means that the Council is now in the 'Improved' performance criteria.
- 4.3 The 2013 score places Inverclyde Council well when the return on investment in Procurement resources is compared to PCA scores and savings delivered, at all Scottish Local Authorities.
- 4.4 The Scottish Government are using a Procurement Capability Assessment as a means to measure each of the 32 Local Authority's Procurement performance. There are 8 procurement sections assessed as part of the PCA. The section and standards, as found at the most recent PCA, are listed below and compared to the 2012 assessment in each case.

PCA Section	2012 Score	2013 Score
Procurement Leadership and Governance	Conformance	Improved
Procurement Strategy and Objectives	Improved	Improved
Defining the Supply Need	Conformance	Improved
Project Strategies and Collaborative purchasing	Improved	Improved
Contract and Supplier Management	Conformance	Conformance
Key Purchasing Processes and Systems	Conformance	Conformance
People	Improved	Superior
Performance Measurement	Conformance	Conformance
Overall Value of Results	47%	54%
Overall Status	Conformance	Improved

- 4.5 The attainment of Improved performance reflects well on the investment the Council has made in Procurement and the drive and commitment shown by the Corporate Procurement Manager and his team. The individual section scores illustrate the strengths of the Council in terms of people and demonstrates the opportunities for further improvement in areas such as supplier management and processes and systems

5.0 RECENT PROGRESS

- 5.1 The Strategic Procurement Framework, with updates against each work item, is contained in Appendix 1

- 5.2 As shown in Appendix 1 the bulk of the workload on the SPF has been focused towards improving Purchase to Pay and Management Information as well as further work on supplier management.
- 5.3 Officers from Finance have considered and agreed a number of developments to the Finance Management System (FMS) and associated processes which will improve both the efficiency of the current processes and the quality of management information. Any direct costs associated with these changes are minimal and will be contained within the Procurement earmarked reserve.
- 5.4 A further key element of the PCA is to evidence how the Council stimulates market and supplier competition. The financial constraints the Council faces mean that we must deliver services differently in the challenging economic climate, It is therefore crucial to have flexible supply arrangements in place to cope with change. This is particularly so when much of the strategic capability to deliver services is dependent on the performance of suppliers.
- 5.5 Contract and Supplier Management continues to be a major focus. This is an area of Procurement that has traditionally been neglected across all Local Authorities in Scotland. Officers previously undertook this activity but it was not monitored or standardised. Supplier Management ensures that the Council manages its priority suppliers and addresses performance issues as they arise rather than dealing with larger problems at a later date. The Procurement Board agreed that a pilot process should commence in order to ascertain the benefits of a standard process.
- 5.6 These supplier meetings are conducted using a scorecard to rate supplier performance. Reviews are scheduled quarterly and suppliers are rated on quality, service, delivery and cost.

The suppliers currently part of this process are as follows:

William Tracey, Waste Management
BSS, Printing
Tarmac, Roadstone
Brakes, Catering
Northgate, ICT Software
Pride of the Clyde, Schools Transport
GT Roofing, General Builders Works

- 5.7 There have been a number of benefits resulting from this work. Relations with all suppliers continue to improve via schedule of regular meetings. All suppliers have found the two way feedback process to be valuable and this has led to improvements in processes that have benefited both parties. This has proved to be particularly beneficial for Pride of the Clyde who supply the Council with schools transport with contracts managed directly with Council and SPT.
- 5.8 A pilot involving the use of weighted tender questions on Community Benefits is underway. One tender, Kerb Maintenance, has been returned and evaluated using a 5% weighting as part of the pilot agreed at Policy and Resources Committee in November 2013. The tender to refurbish Ardgowan Primary has also been advertised but delays in this process mean that the outcome on the inclusion of the community benefits clauses is not known as yet. A report on the outcome of the pilot and future proposals will be submitted to the next Policy and Resources Committee. The Council's approach to the Living Wage, with respect to supplier employees, has been included in all tenders since this was approved by the Council in December 2013.

6.0 PROCUREMENT SAVINGS

- 6.1 Appendix 2 shows the position in respect of savings achieved during 2013/14. From this it can be seen that savings totalling £281,000 have been achieved to date. The target for 2013/14 was £253,000.
- 6.2 In addition, Scotland Excel are continuing to investigate and put in place contracts for Social Care and for Construction. Procurement Scotland continue to look at further contracts for ICT and improving energy contracts which should yield further long term benefits. Efficiencies on local contracts become harder to achieve in the current climate, however any savings will assist in addressing future financial pressures.

7.0 SUPPLIER PAYMENT

- 7.1 The Policy and Resources Committee approved a proposal contained within the February 2013 Procurement Update report to pay Inverclyde based suppliers within 20 days rather than 30 days. Since approval was given to proceed with this proposal, 90% of payments to Inverclyde based suppliers have been made within 20 days. This is a slight reduction in performance since last reported and Finance Service is working with the Services to improve this performance.

8.0 IMPLICATIONS

- 8.1 Financial Implications – Annual Savings

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
Savings Work streams	Procurement	2013/16	£413,000	-	£130k remains to be achieved.

9.0 REPOPULATION

- 9.1 Procurement has a key role to play in the Council's drive to stabilise and grow the Inverclyde population. Engagement with Economic Development and making Council contracts more accessible to local businesses are viewed as key requirements and as such are an integral part of the Strategic Procurement Framework.

Appendix 1**1. Resources, skills and capacity**

What we want to achieve	How will we achieve it?	Responsible	Update	Timescale
Employees engaged in the procurement process shall possess the necessary knowledge, skills and capacity to support strategic and operational needs in line with agreed policies and practises.	Complete a skills gap analysis for all Corporate Procurement Officers, Designated Procurement Officers and Procurement Practitioners in Services	Corporate Procurement Manager	Complete with ongoing training to be delivered via Corporate Procurement	Complete
	Plan, design and deliver a Learning & Development Plan for Procurement Officers and Designated Procurement Officers.	Corporate Procurement Manager	Ongoing and on target.	Ongoing

2. Management Information and Systems

What we want to achieve	How will we achieve it?	Responsible	Update	Timescale
The adoption and corporate use of one integrated & electronic approach for tendering, Purchase to Pay transactions and contracts planning.	Undertake good practice review of P2P in other public/private sector organisations and Scottish Government recommendations. Use best practice from Clyde Valley and interface with Councils who show an interest.	Procurement Project Officer.	Complete	Complete
	Assess detailed current state of P2P in the Council create business case detailing change required	Procurement Project Officer.	Complete	Complete
	Implement changes to P2P	Procurement Project Officer.	Project officer working with services and suppliers to implement changes to purchase to pay processes and systems.	December 2014

3. Procedure, Processes and Performance

What we want to achieve	How will we achieve it?	Responsible	Update	Timescale
Rationalise and standardise procurement processes consistently across the Council.	Trial of e-tendering element of Public Contracts Scotland.	Corporate Procurement Manager/ Head of Legal and Democratic Services	Complete	Complete
	Implement increased use of e-tendering if approved.	Procurement Project Officer.	Trial evaluated. Use to be incorporated in new Standing Orders from November 2013.	From November 2013
Deliver council business priorities through commodity/category strategy	Engage with Directors and Heads of Service - determine business requirements to facilitate creation of enhanced tender workplan	Corporate Procurement Manager/ Procurement Board	Now embedded	Ongoing & embedded
	Undertake detailed spend analysis to identify further savings opportunities, Develop strategies, including a risk register and devise reporting process.	Corporate Procurement Manager	Contract Strategy now being used and includes a risk register	Complete
Commit to Corporate Social Responsibility	Review internal objectives in plans/strategies taking into consideration Scottish Government and national reform agenda for Corporate Social Responsibility ambitions.	Procurement Team Leader and Designated Procurement Officer network	Corporate Social Responsibility Group established and reported to Procurement Board.	Complete
	Establish a working group on the Corporate Social Responsibility agenda for procurement and develop a resourced and scheduled work plan. Agree measures and reporting schedule with the procurement board	Procurement Team Leader and Designated Procurement Officer network	Complete	Complete

4. Contracts & Collaboration

What we want to achieve	How will we achieve it?	Responsible	Update	Timescale
<p>Maximise buying opportunities through collaboration (internal & external) while minimising the need to undertake single client contracts.</p> <p>Collaboration for category C commodities with other local authorities.</p>	<p>Identify potential partners for collaboration - councils and other public sector</p>	<p>Corporate Procurement Manager</p>	<p>Ongoing activity with West of Scotland Councils discussed at Quarterly reviews with Scotland Excel.</p>	<p>Ongoing but embedded.</p>
	<p>Agree scope, remit and approach of each collaboration group</p>	<p>Procurement Team Leader</p>	<p>Ongoing</p>	<p>Ongoing</p>
	<p>Review council's tender workplan to identify potential areas for future collaborative opportunities Formal workplan for the group is agreed with a clear approach and responsibilities</p>	<p>Procurement Board./Corporate Procurement Manager/ Designated Procurement Officers</p>	<p>2012/13 Plan Reviewed at March Procurement Board</p>	<p>Complete</p>

5. Supplier Strategy and Relationship Management

What we want to achieve	How will we achieve it?	Responsible	Update	Timescale
Promote Economic Development in contracts where appropriate	Analyse current economic development activity, carry out stakeholder engagement, review tender workplan and establish opportunities.	Head of Regeneration & Planning / Corporate Procurement Manager	Ongoing Committee agreed reduction in supplier terms to 20 days for Inverclyde suppliers.	Ongoing
	Develop framework of activities for delivery of Procurement Improvement Plan and implement.	Head of Regeneration & Planning/ Corporate Procurement Manager	Ongoing work with Economic Development and Legal Services	Ongoing
Improved understanding of contract management process and appropriate levels of contract management.	Review current contract and supplier management processes and related information on service by service basis	Procurement Project Officer.	Phase 1 completed June 2012. Procurement Board have now agreed plans to expand	Complete
	Develop and agree an appropriate level of supplier management with Procurement Board	Corporate Procurement Manager	To be reviewed at the next Procurement Board meeting	Ongoing review
	Develop governance, process, roles and responsibilities, training and communication for implementation	Procurement Project Officer	Dependant on outcome of above	Ongoing review
	Implement plan for supplier and contract management	Procurement Project Officer	Dependant on outcome of above	Ongoing review

Commodity	New Supplier	Start Date	Annual Spend/ (Income)	Achieved or Planned	New Projected 2013/14 Savings	Full Year Savings
School Transport 2012	Various via SPT	01/08/12	£340,000	a	£13,000	£46,000
Scrap Metal	ERM	01/06/12	(£60,000)	a	£25,000	£60,000
Debt Recovery	AMA	01/10/12	£80,000	a	£22,500	£45,000
Telecare	Seniorlink Eldercare	01/04/13	£73,000	a	£40,000	£40,000
Waste Disposal	Tracey/ Greenlight	01/04/13	£2,700,000	a	£138,000	£138,000
Scrap PCs	Tes-Amm	01/04/13	(£49,000)	a	£11,000	£11,000
School Transport 2012	Various via SPT	01/08/2013	£160,000	a	£7,000	£10,000
Mobile Phones	Vodafone	01/06/2013	£70,000	a	£15,000	£19,000
Software	Northgate	01/05/2013	£85,000	a	£2,500	£2,500
Personal Protective Equipment	Parker Merchant	01/09/2013	£46,000	a	£8,000	£16,000

Total Achieved and Planned
Total Workstream Target

281,500
253,000

Report To:	Policy & Resources Committee	Date:	4th February 2014
Report By:	Acting Corporate Director, Environment, Regeneration & Resources	Report No:	2014/P&R/02/AP
Contact Officer:	Alan Puckrin	Contact No:	712764
Subject:	Welfare Reforms Update		

1.0 PURPOSE

- 1.1 The purpose of this report is to update Committee in respect of the latest progress and developments relating to the Welfare Reform agenda and to seek Committee approvals where required.

2.0 SUMMARY

- 2.1 Appendix 1 give updates in respect of the Scottish Welfare Fund budget position. From this it can be seen that there is a projected underspend within the Scottish Welfare Fund wholly attributable to the initial slower uptake of Crisis Grants and Community Care Grants. This underspend will be carried forward in line with Scottish Government guidance into 2014/15.
- 2.2 Appendix 2 shows the latest budget position in respect of Discretionary Housing Payments. In December 2013, the Council was successful in securing a further £60,000 from the DWP for Discretionary Housing Payments. It should be noted that this funding is one-off and has increased the ceiling which the Council can spend up to in respect of Discretionary Housing Payments to £443,000. The latest projections are that this sum will be fully utilised. Committee are asked to note that the ceiling to which the Council can spend in 2014/15 is likely to be lower than this although figures are not due to be confirmed until early February.
- 2.3 Appendix 3 gives an update in respect of the various extra funding initiatives agreed by the November meeting of the Policy & Resources Committee. Appendix 4 gives an update of the successful Financial Inclusion Partnership funding bids submitted within Inverclyde. The amount secured of £1.34m is an excellent achievement and will help support individuals within Inverclyde better manage the impact of Welfare Reform.
- 2.4 Indications are from the DWP that there will be little progress at a local level during 2014 regarding the move to Local Support Services / Universal Credit. Committee will continue to be kept abreast of any developments at a local level as they arise.
- 2.5 Matters are progressing in respect of the creation of a Single Fraud Investigation Service and the latest timescale is that this matter will be fully implemented by March 2016. This is expected to impact on a maximum of two employees and Officers will require to develop proposals as to how the Council will address its non-welfare benefits fraud investigation responsibilities following the creation of the SFIS.
- 2.6 At its meeting in November, the Policy & Resources Committee requested that Officers progress a piece of work in respect of child poverty. It is proposed that this matter be reported to the Alliance Board as part of SOA 6 and, given the cross-cutting nature of this issue, the Full Council.

- 2.7 At the last meeting of the Inverclyde Council, it was agreed that the Council Leader would be the Council's Welfare Reform Champion. At the Council, it was also agreed that Officers develop a draft remit for this role. Appendix 5 outlines a suggested list of responsibilities.
- 2.8 Much of the work carried out twelve months ago relating to the development of policies and processes to support the implementation of the Scottish Welfare Fund and Discretionary Housing Payments process is now embedded and operating well. Focus now will begin to shift to ongoing development of the Financial Inclusion agenda and the impact in the medium term of the move towards Universal Credit.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note the latest position in respect of the Scottish Welfare Fund, Discretionary Housing Payments and specific projects funded from the Welfare Reforms Earmarked Reserves.
- 3.2 It is recommended that the Committee welcome the significant sums of external funding attracted by the Financial Inclusion Partnership to support work in mitigating the impact of Welfare Reform.
- 3.3 It is recommended that the Committee consider and approve the draft remit of the Welfare & Financial Inclusion Champion.
- 3.4 It is recommended that the Committee agree that updates in respect of Child Poverty be reported via SOA 6 to the Council and Alliance Board.

Alan Puckrin
Acting Corporate Director Environment, Regeneration & Resources

4.0 BACKGROUND

- 4.1 The Committee has received regular reports for the last twelve months on the impact and implementation of the Welfare Reform Agenda.
- 4.2 Approvals have been given for policies for the Scottish Welfare Fund and the application of Discretionary Housing Payments.
- 4.3 At the last meeting of the Policy & Resources Committee, approval was given to allocate funds to specific initiatives to support the Council's response to the Welfare Reform Agenda.

5.0 SCOTTISH WELFARE FUND

- 5.1 Appendix 1 shows the latest position of the Scottish Welfare Fund which is administered by the Council and funded through ringfenced grants by the Scottish Government.
- 5.2 It can be seen that, as at 31st December, grants totalling £374,000 had been paid which equates to 51.1% of the annual budget. It should be noted that since October 2013, there has been a significant uplift in the volume of payments made following refreshed guidance from the Scottish Government.
- 5.3 Details of the reasons for refusals, reviews and successful review requests are shown in Appendix 1.
- 5.4 As it is likely that there will be an underspend on the Scottish Welfare Fund at the year end then, in line with Scottish Government Guidance, any underspend will be carried forward to 2014/15.
- 5.5 At the time of writing the report, there has been no confirmation from the Scottish Government as to the amount of Scottish Welfare Fund Grants which the Council will receive in 2014/15, however, indications are that this figure should be in line with 2013/14 and figures are due to be received in early February.

6.0 DISCRETIONARY HOUSING PAYMENTS

- 6.1 At its meeting on 19th November 2013, the Council approved a revised Policy to ensure that the Council spent up to its ceiling for Discretionary Housing Payments in 2013/14.
- 6.2 The official ceiling for Discretionary Housing Payments was £383,000, however, subsequent to the report being approved the Council received confirmation from the DWP that its application for further DHP was approved and the ceiling has now been increased to £443,000.
- 6.3 Appendix 2 shows the latest position in respect of Discretionary Housing Payments and it can be seen that, based on current volumes and the new Policy approved in November, spend is expected to be very much in line with budget.
- 6.4 There is no facility for the Council to overspend against its ceiling of £443,000 and Officers will manage the situation extremely closely to ensure that the Council spends as close to its ceiling as possible.
- 6.5 On 18th December a letter was received from David Mundell MP confirming that in the Autumn statement an extra £40m had been made available across the United Kingdom for Discretionary Housing Payments in both 2014/15 and 2015/16. It is not clear whether this extra funding will form part of a Challenge Fund. Based on the Council's approximate share of this sum, then this helps mitigate but not eliminate the reduction in DHP ceiling in 2014/15. CoSLA are pressing the DWP for clarity on this matter. 2014/15 DHP figures are expected in early February.

- 6.6 It should be noted that in 2014/15 it is likely that the Council's DHP ceiling will be lower than £443,000 and if this is the case then a report to the next meeting of the Committee may seek approval for a revised DHP Policy.
- 6.7 Finally, Committee are asked to note that the Council is running a small pilot in respect of supporting homeless clients to be placed in private accommodation supported by DHP. In this case the DHP will be used to pay the first months advanced rent. Depending on the success of this initiative, then this potentially could be expanded subject to available budget in 2014/15.

7.0 EXTRA FUNDS ALLOCATED

- 7.1 At its meeting on 19th November 2013, the Committee approved various initiatives funded from resources allocated to Welfare Reform by the Council and the Scottish Government. An update in respect of these matters is included in Appendix 3.
- 7.2 One specific issue raised as part of that report was for Officers to progress a piece of work in respect of child poverty. Following discussion, Officers would recommend that it would be appropriate that this matter be reported to the Alliance Board via Single Outcome Agreement Group 6 and, given the cross-cutting nature of this piece of work, the matter also be reported to the Inverclyde Council. Committee are asked to consider and approve this proposal.

8.0 FINANCIAL INCLUSION

- 8.1 Appendix 4 provides a list of successful funding bids submitted by the Financial Inclusion Partnership which totals approximately £1.34m. These schemes have recently been approved and are in the process of being implemented and will provide much needed support to clients within Inverclyde.
- 8.2 Specifically the SLAB Making Advice Work funding for Inverclyde Advice First to provide a generic telephone advice helpline is due to become operational in the next month. This initiative will operate from the Customer Service Centre at Greenock Municipal Buildings.
- 8.3 A key development in improving the quality of financial advice services provided will be the implementation of the Financial Advice Case Management system. Acceptance of the tender is imminent and once operational the system will allow partners to access common information in respect of clients and help streamline processes and improve the advice provided.

9.0 LOCAL SUPPORT SERVICES / UNIVERSAL CREDIT

- 9.1 The UK pilots in respect of local support services / universal credit are continuing with the Scottish pilot taking place in Inverness. It is clear from discussions with the DWP and also confirmed by information received from CoSLA that there is likely to be very little activity at a local level during 2014 on this area. The priority at present is to further roll out developments within Inverness in order to create a critical mass prior to expanding the number of local authorities involved in Scotland.
- 9.2 Indications from the DWP are that Councils are envisaged to have a role in the delivery of local support services / universal credit until at least 2020. These matters continue to be co-ordinated by CoSLA.
- 9.3 Greater progress is being made in respect of the creation of a Single Fraud Investigation Service and the latest timescale indicated by the DWP is that full implementation of this matter will take place by 31st March 2016.

- 9.4 Confirmation of any TUPE implications is awaited, however, if TUPE is applied then it is anticipated that this will impact on a very small number of staff within the Finance Service.
- 9.5 Committee is asked to note that in the event that the SFIS is created, then consideration will need to be given as to how the Council will fulfil any fraud investigation responsibilities for those areas outwith universal credit.

10.0 WELFARE REFORM CHAMPION

- 10.1 At the last meeting of the Inverclyde Council, it was agreed that Councillor McCabe would be the Welfare Reform Champion for Inverclyde Council. At the same meeting, a request was made that Officers develop a list of duties / responsibilities for the role.
- 10.2 Appendix 5 contains proposals for the Champion's role and also proposes that the role be defined as the Welfare & Financial Inclusion Champion.

11.0 OTHER MATTERS FOR CONSIDERATION

- 11.1 Just prior to New Year, the NHS (Dr Harry Burns) issued a document to the CHCP entitled "Response to Impacts on Health & Welfare Benefit Reform" which highlights the negative impacts of those who lose out on the Welfare Reforms. An outcome focused plan has been provided which identifies the actions and measures that NHS Boards should be undertaking.
- 11.2 The Welfare Reform Project Board continues to meet and at its last meeting it was agreed that now that processes and policies have been in place for almost twelve months, it would be appropriate for the focus to move more towards working with partners to develop longer term solutions to address the challenges raised by Welfare Reform. In light of this, it is hoped that a Senior Officer from River Clyde Homes will now join the Welfare Reforms Project Board to complement the attendance by the DWP and Senior Council Officers.

12.0 IMPLICATIONS

12.1 Financial Implications

As highlighted in the report, any underspend in the Scottish Welfare Fund will be carried forward to 2014/15. In addition, any unspent monies allocated by the Government or the Council towards Welfare Reforms will be gathered within an earmarked reserve and be carried forward for use in future years.

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					

12.2 Legal Implications

There are no direct legal implications arising from the contents of this report.

12.3 HR Implications

Any TUPE implications arising from the implementation of the SFIS will be managed by OD & HR.

12.4 Equalities

The development of policies and practices in relation to Welfare Reform will take account of the equalities agenda. There are no specific equalities issues arising from this report.

12.5 Repopulation

A robust and sympathetic response to the impacts of Welfare Reform on the community will help stabilise the population and provide solutions which enable individuals to stay within Inverclyde. This will have a positive impact on the Council's repopulation agenda.

13.0 BACKGROUND PAPERS

13.1 Welfare Reform Outcome Focus Plan – NHS Scotland.

Scottish Welfare Fund
31/12/2013

Calls Answered	7896		
Applications	2257		
Applications Granted	1362	61%	
Applications Refused	774	34%	Note 3
Applications Withdrawn	78	3%	
In Progress	43	2%	
Referrals to DWP	767		Note 2
		<u>Budget</u>	<u>Spend</u>
		<u>£000</u>	<u>%</u>
Crisis Grant paid (799) =	£73.6k	158	46.58%
Community Care Grants (583) =	£300.1k	574	52.28%
	<hr/> £373.7k <hr/>	<hr/> 732 <hr/>	51.1%

Note 1 1st Tier Reviews = 79 (3.5%)
 1st Tier Reviews Upheld = 31 (40%)
 2nd Tier Review = 5
 2nd Tier Reviews Upheld = 1 (20%)
 Reasons for upholding 1st Tier Reviews were – 80% : Provision of additional information by the claimant / change of circumstances
 - 20% : Interpretation of guidance / circumstances

Note 2 Referrals to DWP relates to customers who are awaiting payment of a new claim for JSA / ESA from DWP. In these circumstances a Short Term Benefit Advance (STBA) can be paid by DWP.

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

Discretionary Housing Payments						
31/12/2013						
	Applications Received	1328				
	Applications Approved*	852	(64%)			
	Applications Refused	440	(33%)	Largely due to exceeding the financial threshold or ineligibility		
	Awaiting Supporting Evidence	14	(1%)			
	To be Started	22	(2%)			
	*518 (61%) of those approved relate to financial pressure					
		<u>£000</u>				
	Paid to date	127		Paid to Landlords a month in arrears		
	Commitments	39		Assumes existing claims run their course		
	New/Replacement Claims	276		Estimate based on year to date experience		
	Available Budget	443		(increased from 214k due to additional funding)		
	Projected Spend	442				
	Reviews requested = 80 (6%)					
	Reviews Upheld = 34 (42%)			(47% due to revised financial information received 53% due to other new information received)		
	MB					
	23/01/2014					

Welfare Reform – Additional Spend Update

No.	Approved Spend	Spend £000	Update – January 2014
1.	Pay for the New Money Advice Care Management software from Government Funding and carry forward freed up Council resource as an Earmarked Reserve.	40 (one-off)	Tenders returned and being assessed.
2.	Increase Clothing Grant from £62.50 to £80 from 2014.	45 (Recurring)	Vire funds to Education in 2014/15 and implement July 2014.
3.	Contribution to Oak Tree HA pilot to modify properties in the Maple Road area to reduce the number of bedrooms in order to stabilise population. (£1,000 per property for up to 10 properties).	10 (One-off)	Awaiting information from OTHA.
4.	Create supermarket account to allow local foodbank to procure food / goods to meet increased demand arising from Council referrals and to supplement donations.	20 (Recurring)	Discussions on going with the Foodbank on best way to allocate the funding.
5.	Vouchers targeted to vulnerable Older Persons to assist manage costs over the winter. Corporate Director CHCP to develop proposals for future years and to be brought back to CHCP Sub-Committee.	40 (Recurring)	Discussions taking place with Your Voice re. co-ordinating role.
6.	Assist Starter Packs with property costs and develop arrangements to support clients.	7 (One- Off)	Monies will be paid to Starter Packs before the end of the Financial Year.

Additional funding secured by Inverclyde Financial Inclusion Partnership for additional services to support the impact of Welfare Reform and hardship 2013/14

Lottery Support and Connect Funding

Starterpacks Inverclyde	£94,000	This project will allow additional capacity for equipment and also fund the coordinator post
Fuel poverty Project Inverclyde Council/Wise Group	£330,000	The project will provide energy and Advocacy advice for people struggling with Fuel poverty
Inverclyde Council on Disability Financial Fitness/ Inverclyde CHCP/IAERC	£279,437	This project will provide a welfare information and support project for 15 months and employ three Financial Inclusion Link Workers and one full time Administration and Monitoring Officer to support 250 individuals to receive mentoring support and benefits advice.
River Clyde Homes	£349,866	This project will increase local people's financial resilience to mitigate the impact of welfare reform. Using a partnership approach the project will provide supported ICT advice and training on the completion of on-line benefit forms, using the internet to source affordable products, and developing financial literacy and budgeting skills to manage on a reduced incomes.

SLAB Making Advice Work Funding

Inverclyde Advice First (CHCP/Financial Fitness/Legal Services Agency)	£184,000	To provide a generic telephone advice line; emergency advice worker support and additional legal support from Legal services agency to clients with housing issues
Riverclyde Homes	£104,000	To provide extra tenancy support to vulnerable tenants and also the development of a smart phone application

In addition to funding secured through the Partnership, Stepwell Consultancy received £157,500 from Lottery Support and Connect to address food poverty in the Inverclyde area and the hardship that individuals and families face by providing information events on food on a limited budget, a cooking programme, kitchen essentials, cupboard and shopping packs, and peer led support

Total £1.5million additional funding until March 2015.

Role of the Welfare & Financial Inclusion Champion

- To be the lead Elected Member for the Council's response to Welfare Reform and to promote Financial Inclusion for Inverclyde.
- To provide strategic liaison amongst the Council and its partner agencies with regard to the implications of Welfare Reform and the promotion of Financial Inclusion.
- To seek that the strategic decisions made by the relevant agencies in respect of Welfare Reform and the support and promotion of Financial Inclusion for all are based on the principles of impartiality and fairness.
- To represent the Council in liaising as appropriate with Government and MPs / MSPs on the implications of Welfare Reform and Financial Inclusion.
- To promote effective communication and positive working relationships both within the Council and amongst partners and other stakeholder groups in relation to the implications of Welfare Reform and Financial Inclusion
- To be the Elected Member spokesperson for press/media enquires relating to Welfare Reform and Financial Inclusion and to seek to ensure that communications are consistent and coordinated amongst the Council and its partners

January 2014

Report To:	Policy and Resources Committee	Date:	4 February 2014
Report By:	Corporate Director, Education, Communities & Organisational Development	Report No:	PR/103/14/AH/KM
Contact Officer:	Karen McCready, Corporate Policy Officer	Contact No:	712146
Subject:	Update on the SOLACE Improving Local Government Benchmarking Framework		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide Committee with an update on the development of the Local Government Benchmarking Framework.

2.0 SUMMARY

- 2.1 At its meeting on 26 March 2013, the Policy and Resources Committee considered a report which provided details of the Local Government Benchmarking Framework which is being progressed by the Improvement Service under the direction of SOLACE. The framework was developed in order to:

- Support SOLACE to drive improvement in local government benchmarking
- Develop a comparative performance support framework for Scottish local government
- Support councils in targeting transformational change in terms of areas of greatest impact – efficiency, costs, productivity and outcomes
- Focus on the 'big ticket' areas of spend plus corporate services

- 2.2 The SOLACE indicators will replace the Audit Scotland Statutory Performance Indicators from 2013/14.

- 2.3 A total of 55 indicators have been established across 7 service areas. These indicators are intended to act as a corporate 'can opener' i.e. it should help Councils identify issues that merit further investigation, share good practice across authorities and drive forward improvement.

- 2.4 SOLACE and the Improvement Service published performance in relation to the benchmarking indicators for all Scottish Councils on 7 March 2013.

- 2.5 Further work is taking place between the Improvement Service and representatives from Councils to ensure the indicators are developed in such a way as to ensure that they are measuring like for like across the Councils. At present there are discrepancies in how Councils pull their information together, particularly around unit costs. Additionally, it has been accepted by the Improvement Service, that the indicators on satisfaction, which have been taken from the Scottish Household Survey, are not statistically robust at individual Council level. Therefore, the indicators need to be viewed with that statement in mind.

- 2.6 The Improvement Service has also been working on developing Family Groups for all Councils and at the end of October 2013 launched the Family Group Pilot, 'Family groups' are a small number of Councils with similar characteristics which have been grouped together to facilitate meaningful performance benchmarking. The pilot is initially focusing on two areas of performance, namely Roads and School Leaver Positive Destinations. The aim of the pilot is to generate learning and improvement which will facilitate the development and testing of an

approach that can be more widely implemented. Details of the Family Groups which Inverclyde Council belongs to and the performance data for the other Councils in our Family Groups is provided in Appendix 2.

- 2.7 In November 2013, the Improvement Service carried out a consultation exercise seeking views on proposed changes to the 2012/13 and 2013/14 datasets. The outcome of this consultation is not yet known, however it is possible that some of the indicators presented within this report will change as the indicators are subject to further refinement.
- 2.8 The Improvement Service has advised that data relating to financial year 2012/13 will be published in February / March 2014.

3.0 RECOMMENDATIONS

It is recommended:

- a. That the Committee note the recent developments in the Local Government Benchmarking Framework.
- b. That performance data for 2012/13 be presented to this Committee once published by the Improvement Service.

Albert Henderson
Corporate Director
Education, Communities & Organisational Development

4.0 BACKGROUND

- 4.1 At its meeting on 26 March 2013, the Policy and Resources Committee considered a report which provided details of the Local Government Benchmarking Framework which is being progressed by the Improvement Service under the direction of SOLACE. The Committee report was supplemented with a presentation and full performance briefing for all Members.
- 4.2 The Local Government Benchmarking Framework was developed in order to:
- Support SOLACE to drive improvement in local government benchmarking
 - Develop a comparative performance support framework for Scottish local government
 - Support councils in targeting transformational change in terms of areas of greatest impact – efficiency, costs, productivity and outcomes
 - Focus on the 'big ticket' areas of spend plus corporate services
- 4.3 SOLACE and the Improvement Service have devised a set of 55 indicators, of which Inverclyde reports on 50 (the remaining 5 being Housing Services).
- 4.4 The indicator set that has been developed is intended to act as a corporate 'can opener' i.e. it should help Councils identify issues that merit further investigation, share good practice across authorities and drive forward improvement.
- 4.5 In its 2012 Direction on the Statutory Performance Indicators, published in December 2012, the Accounts Commission confirmed that the 25 specified Statutory Performance Indicators have been removed from the SPI Direction 2012 and will be replaced by the SOLACE Benchmarking indicators from 2014 onwards (i.e. reporting year 2013/14).

5.0 LOCAL GOVERNMENT BENCHMARKING FRAMEWORK – NEW DEVELOPMENTS

- 5.1 Since March 2013, SOLACE and the Improvement Service have been involved in the development of Family Groups (also known as Benchmarking Clubs), the details of which were announced in May. For the purposes of establishing Family Groups, the SOLACE indicator set has been split into two categories:
- **People services** (including education, social work and housing) - 4 groups of 8 Councils. Council groupings are based on the average social context of the local authority population
 - **Other services** (including environmental services and culture / leisure services) - 4 groups of 8. Council grouping are based on the dispersion of the local authority population (using data for the GAE indicator for population dispersion).
- 5.2 SOLACE state that the benchmarking indicators and benchmarking clubs together provide:
- A performance management framework which aligns strategic performance management with appropriate and effective quality improvement processes.
 - A transparent form of accountability for strategic outcomes, which provides an appropriate space for services to improve operational processes.
 - A basis for local authorities to develop a coherent narrative about their own performance and the steps which they are taking to improve that performance.
- 5.3 At the end of October 2013, the Local Government Benchmarking Framework Project Board launched a Family Group Pilot. The aim of the pilot is to test the dynamics and methodology of Family Group activity, and establish the time, effort and resources required to make the wider Family Group benchmarking process work. It is intended that the exercise will proceed on the basis of a 'light-touch' approach whilst still providing a managed process which can evidence output and learning from councils' benchmarking activities.
- 5.4 The board agreed all family groups should participate in the pilot and proposed one topic per grouping.

The focus set by the board for the pilot family groups is:

- **Positive Destinations** (for 'People Services' Family Groups) – this links with the wider national improvement agenda in relation to youth employment and transitions, and also represents an area where the indicator is more robust giving reasonable confidence in the data.
- **Roads** (for 'Other Services' Family Groups) - analysis suggests this would offer the greatest value for the pilot as a politically important area, an area of significant spend, and also a group of indicators which are underpinned by good quality data and the availability of additional drill down data.

- 5.5 This pilot is expected to last until April 2014 with an evaluation scheduled for May 2014. Once the evaluation is completed, a more comprehensive schedule of Family Group meetings will be agreed going forward.
- 5.6 Details of Family Groups that Inverclyde Council has been allocated to are provided in Appendix 2.
- 5.7 In November 2013, the Improvement Service carried out a consultation exercise seeking views on proposed changes to the 2012/13 and 2013/14 datasets. The final data sets have not yet been released, however it is likely that some of the indicators contained within Appendix 1 will be amended, deleted or added to over the next two years as the indicators are subject to further refinement.
- 5.8 In December 2013, the Improvement Service advised that data relating to financial year 2012/13 will be published in February / March 2014. Once this is available, a report on Inverclyde Council's performance and any proposed improvement actions will be presented to this Committee and annually thereafter

6.0 IMPLICATIONS

6.1 Finance
None

Legal
None

Human Resources
None

Equality & Diversity
None

Repopulation
Providing efficient and effective services will promote the Council in a positive light and could contribute to making Inverclyde a more attractive place in which to live.

7.0 CONSULTATION

7.1 None.

8.0 BACKGROUND PAPERS

8.1 SOLACE – Improving Local Government
Data for all Scottish Council's can be viewed on the Improvement Service website:
<http://www.improvementservice.org.uk/benchmarking/>

Family Groups

Appendix 1

Family Group 4 - People Services

Year: 2011

Local Authority	Cost per primary school pupil £ 2011-12	Cost per secondary school pupil £ 2011-12	Cost per pre-school place £ 11-12	% of pupils gaining 5+ awards at level 5 2011-12	% of pupils gaining 5+ awards at level 6 2011-12	% pupils in 20% most deprived areas getting 5+ awards at level 5 2011-12	% pupils in 20% most deprived areas getting 5+ awards at level 6 2011-12	The gross cost of "children looked after" in residential based services per child per week £ 11-12	The gross cost of "children looked after" in a community setting per child per week £ 11-12	Balance of care for looked after children: % of children being looked after in the community 11-12	% of adults satisfied with local schools 10-11
Dundee City	4552.3	6760.9	2949.4	26.0	20.0	12.4	6.6	3171.8	287.2	93.6	81.2
East Ayrshire	4432.2	6361.8	3902.9	33.0	20.0	20.8	8.2	3910.1	199.6	93.4	84.0
Eilean Siar	8765.0	9471.4	4435.6	38.0	28.0	N/A	N/A	2868.9	345.7	79.6	90.1
Glasgow City	4658.9	6414.1	4768.8	27.0	16.0	18.5	9.1	3355.2	208.1	92.9	80.0
Inverclyde	4284.0	6386.7	4195.9	33.0	24.0	19.6	11.5	3063.7	101.0	90.3	79.0
North Ayrshire	5420.6	6427.1	3803.6	30.0	18.0	18.5	9.9	2895.0	200.6	89.5	85.1
N. Lanark-shire	5148.7	5888.7	3138.2	33.0	22.0	20.2	11.0	2708.5	175.4	94.8	87.6
W. Dunbarton-shire	5469.1	6708.9	4648.9	32.0	21.0	24.1	11.3	3008.9	52.1	88.3	81.8

Family Groups

Appendix 1

Family Group 4 - People Services

Year: 2011

Local Authority	% of pupils entering positive destinations 11-12	Home care costs for people aged 65 or over per hour £ 11-12	Self directed support spend for people aged over 18 as a % of total social work spend on adults 11-12	% of people aged 65 or over with intensive needs receiving care at home 11-12	% of adults satisfied with social care or social work services 10-11	Current tenants' arrears as a percentage of total rent due % 11-12	% of council rent that was lost due to houses remaining empty 11-12	% of council dwellings that meet the Scottish Housing Quality Standard 11-12	% of repairs completed by the council within target time 11-12	Percentage of council houses that are energy efficient % 11-12
Dundee City	90.0	25.4	0.8	31.4	61.3	10.0	2.1	55.7	90.6	76.7
East Ayrshire	89.9	16.1	1.1	36.9	56.7	2.8	2.6	78.1	88.6	95.5
Eilean Siar	95.5	8.8	18.0	39.5	84.4	No Service	No Service	No Service	No Service	No Service
Glasgow City	87.6	19.8	8.9	39.1	64.0	No Service	No Service	No Service	No Service	No Service
Inverclyde	94.8	16.3	0.8	35.6	67.1	No Service	No Service	No Service	No Service	No Service
North Ayrshire	89.7	19.0	1.3	37.2	67.9	3.4	0.4	80.4	97.7	95.5
North Lanarkshire	87.4	16.2	1.3	41.6	70.5	3.5	0.9	70.4	95.9	85.8
West Dunbartonshire	92.6	15.7	1.6	44.4	67.7	9.8	2.0	36.5	96.7	46.0

Family Groups

Appendix 1

Family Group 3 – Other Services

Year: 2011

Local Authority	Support services as a % of total gross expenditure 11-12	Corporate and democratic core costs per 1,000 population 11-12	The percentage of the highest paid 2% employees who are women 2011-12	The percentage of the highest paid 5% employees who are women 2011-12	Percentage of income due from council tax received by the end of the year % 11-12	The number of complaints of noise received requiring attendance on site & not dealt with under the ASB Act 11-12	The number of complaints of domestic noise received & settled without the need for attendance on site 11-12	Average time between time of noise complaint and attendance on site (hours) 11-12	Average time between time of noise complaint and attendance on site as dealt with under the ASB Act (hours) 11-12	Sickness absence days per employee 2011-12	Proportion of operational buildings that are suitable for their current use % 11-12	Proportion of internal floor area of operational buildings in satisfactory condition % 2011-12	Cost of collecting council tax per dwelling £ 2011-12	Percentage of invoices sampled that were paid within 30 days % 11-12
Angus	4.3	38696.6	27.8	38.6	97.9	19.0	134.0	12.5	0.0	9.3	86.8	91.2	13.8	86.4
Clackmannanshire	5.2	34528.3	54.8	52.6	95.2	95.0	69.0	3.8	0.3	7.6	83.3	93.0	6.8	86.3
East Renfrewshire	5.3	33823.0	46.5	50.3	97.2	559.0	343.0	0.5	0.4	9.0	76.9	75.6	11.3	83.1
Inverclyde	2.7	32062.6	42.0	47.6	94.2	138.0	155.0	25.5	0.6	10.5	78.4	77.1	15.0	95.6
Midlothian	4.1	34939.9	33.3	41.6	93.6	54.0	47.0	22.1	0.3	8.6	88.2	71.3	13.7	83.1
Renfrewshire	6.8	51901.6	45.0	51.8	95.6	0.0	417.0	N/A	0.5	8.9	89.8	69.0	15.2	97.0
South Lanarkshire	4.2	26111.4	40.3	46.5	95.6	31.0	1100.0	0.9	0.5	9.1	92.2	85.3	14.9	91.7
West Lothian	5.1	27556.5	49.6	53.9	94.1	215.0	826.0	64.0	0.6	8.1	85.5	95.2	7.0	91.4

Family Groups

Appendix 1

Family Group 3 – Other Services

Year: 2011

Local Authority	Cost per attendance at sports facilities £ 11-12	Cost per library visit £ 11-12	Cost per museum visit £ 11-12	Cost of parks & open spaces per 1,000 population £ 11-12	% of adults satisfied with libraries 10-11	% of adults satisfied with parks and open spaces 10-11	% of adults satisfied with museums and galleries 10-11	% of adults satisfied with leisure facilities 10-11	Gross waste collection cost per premises £ 11-12	Gross waste disposal cost per premises £ 11-12	Cost of street cleaning per 1,000 population £ 11-12	Street cleanliness index 11-12	Road cost per km £11-12	% of Class A roads that should be considered for maintenance treatment 10-12
Angus	4.2	3.6	8.8	49715.3	89.1	88.0	65.3	81.9	80.7	97.1	15447.9	76.0	5257.6	17.9
Clackmannanshire	4.3	1.4	4.5	39610.0	79.3	82.5	46.9	70.7	71.3	87.8	14516.4	74.0	5598.1	23.8
East Renfrewshire	7.2	4.1	No Service	24830.3	86.3	91.2	68.6	77.2	86.1	88.5	6688.9	73.0	18018.2	23.7
Inverclyde	2.1	4.1	5.5	46225.7	90.3	78.4	75.0	85.0	50.2	81.6	18098.7	72.0	11757.3	30.7
Midlothian	5.5	3.1	No Service	41896.3	82.8	78.3	62.2	79.8	96.0	84.5	9773.0	73.0	6488.2	22.7
Renfrewshire	2.5	3.6	24.4	35487.8	82.1	74.5	75.0	72.4	55.1	77.1	14210.4	75.0	5830.6	29.6
South Lanarkshire	3.4	3.3	3.3	30135.0	83.6	77.6	75.9	76.5	65.8	94.0	15675.2	72.0	10691.5	27.3
West Lothian	4.4	2.0	0.4	37204.5	81.0	84.3	64.4	80.0	76.9	118.1	12740.6	73.0	8212.4	21.3

Family Group 3 – Other Services Year: 2011

Local Authority	% of Class B roads that should be considered for maintenance treatment 10-12	% of Class C roads that should be considered for maintenance treatment 10-12	Cost of trading standards and environmental health per 1,000 population £ 11-12	% of total household waste that is recycled 11-12	% of adults satisfied with refuse collection 10-11	% of adults satisfied with street cleaning 10-11
Angus	31.0	29.8	29684.5	43.7	77.4	77.3
Clackmannanshire	28.8	29.0	21233.0	53.2	88.4	79.4
East Renfrewshire	41.5	37.0	10751.3	54.3	88.2	65.8
Inverclyde	42.0	50.7	22380.7	41.9	85.6	73.7
Midlothian	27.0	30.4	14884.1	45.8	79.0	69.7
Renfrewshire	27.7	39.0	17556.4	40.9	78.5	72.9
South Lanarkshire	31.7	44.8	17184.8	35.7	83.6	77.3
West Lothian	29.3	45.3	18804.6	43.4	81.7	73.4

Report To:	Policy and Resources Committee	Date: 4 February 2014
Report By:	Corporate Director ICHCP	Report No: DR/CHCP/11/2014
Contact Officer:	Dean Robinson	Contact No: 01475 712136
Subject:	INFORMATION GOVERNANCE AND MANAGEMENT FRAMEWORK	

1.0 PURPOSE

1.1 The purpose of this report is to update Committee on progress of the work of the Information Governance Steering Group (IGSG) and the Information and Governance and Management Framework, in preparation for securing consistent good information governance practice and developing the Council's Records Management Plan (RMP).

2.0 SUMMARY

2.1 The Information Governance Steering Group (IGSG) was re-established at its meeting on 17 September 2013. Subsequent meetings have since been held and scheduled for the following year. Representation is made up from the Council and CHCP including Internal Audit, Legal Services, ICT, Communications, Procurement, Training and HR and Civil Contingencies Service.

2.2 A considerable amount of scoping work was undertaken by the Information Governance Officer (IGO) in collaboration with the Council's Internal Audit and Legal Services, which provided the basis for a development workshop which was held on 29 October 2013 with the following objectives:

- Move forward the Information Governance and Management Framework.
- Test our readiness to submit our Records Management Plan under the Public Records (Scotland) Act 2011 (PR(S)A)
- Develop and implement a programme of staff awareness and training.
- Agree key actions and deadlines to take forward.
- Create opportunities for information management working groups to drive forward activities on behalf of the Information Governance Steering Group.

2.3 The IGSG key actions are to develop the Inverclyde Council (and Licensing Board) Records Management Plan under the Public Records (Scotland) Act 2011, and regaining momentum on implementing the Information Governance and Management Framework, submitted to the Policy and Resources Committee in February 2012.

2.4 Organisational changes in culture and good practice will need to take place first before the framework action plans can be implemented.

2.5 To facilitate this, Information Management Working sub groups are being set up to focus on specific issues of high importance to the Council, bringing together representation from across the organisation. These groups will drive forward the agenda in their specific areas and coordinate activities on behalf of the IGSG.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that Committee endorse this progress report and the continuation and activities of the Information Governance Steering Group. The programme of activities in this report will require the full backing and endorsement of Committee.
- 3.2 It is recommended that Committee agree that the IGSG Action Plan 2013/15 will take forward the Information Governance and Management Framework submitted in February 2012 and follow up the outstanding Audit Committee actions, as at 31 October 2013. A summary of the audit actions are as follows:
- Implementation of an information asset register in conjunction with the information classification scheme.
 - Information Governance and Management to form part of the corporate induction training programme for employees new to the Council, existing employees or when employees are trained in new systems.
 - Security awareness to be promoted using awareness raising materials such as brochures, posters, web based documents, training programmes and computer based training.
 - Information governance and management responsibilities specified in job descriptions, or in terms and conditions of employment including a confidentiality clause.
 - External third parties who need access to the Council's information and systems will be required to sign confidentiality agreements.
 - Processes to be developed and implemented to strengthen control over information governance and management. This should include:
 - Identifying owners for critical information and systems.
 - Investing in secure archiving facilities for records that must be retained in accordance with relevant legislation.

Further reports will be submitted on progress of the IGSG Action Plan 2013/15 and development of the Records Management Plan.

- 3.3 It is recommended that Committee endorse progress of the information management sub-groups carry forward the IGSG activities.
- 3.4 It is requested that Committee agree a further progress report is submitted in 6 months to the Policy & Resources Committee.

Brian Moore
Corporate Director
ICHCP

4.0 BACKGROUND

4.1 The Information Governance and Management Framework submitted to the Policy and Resources Committee in February 2012 endorsed a programme of activities which would need to take place to ensure that we have the appropriate controls in place to protect the information we hold and manage. This approach set out actions focused around People, Culture/Organisation and Process/Technology.

4.2 The IGSG identified the need for dedicated expertise to drive this work forward, and CMT authorised the recruitment of an Information Governance Officer (IGO). Since the IGO has come into post, this has allowed the capacity for robust scoping of the tasks that need to be undertaken, as well as considerable liaison with other local authorities that are either at similar or more advanced stages of the work programme.

4.3 This background work has been reviewed by the Information Governance Steering Group and has been used to evaluate our progress to date and identify milestones where some of these actions have taken place. However, further action is required to comply with the outstanding Audit Committee requirements, as well as supporting evidence for the Records Management Plan. A summary of the internal and external audit recommendations is:

- Implementation of an information asset register in conjunction with the information classification scheme.
- Information Governance and Management to form part of the corporate induction training programme for employees new to the Council, existing employees or when employees are trained in new systems.
- Security awareness to be promoted using awareness raising materials such as brochures, posters, web based documents, training programmes and computer based training.
- Information governance and management responsibilities specified in job descriptions, or in terms and conditions of employment including a confidentiality clause.
- External third parties who need access to the Council's information and systems will be required to sign confidentiality agreements.
- Processes to be developed and implemented to strengthen control over information governance and management. This should include:
 - Identifying owners for critical information and systems.
 - Investing in secure archiving facilities for records that must be retained in accordance with relevant legislation.

4.4 The IGSG Action Plan 2013/15 sets out the key actions required to help achieve reasonable assurance in information governance and also develop our Records Management Plan. Its key actions will be:

- To prepare and submit a Records Management Plan under the Public Records (Scotland) Act 2011 to the Keeper of Records Scotland (the Keeper) by June 2015.
- Collate evidence to support the RMP, and devise a systematic method for on-going evidence capture.
- Identify Information Asset Owners (IAOs) and train them appropriately.
- Develop a Corporate Information Asset Register.
- Undertake an initial audit of existing policies, standards, guidelines and tools.
- Review our information sharing arrangements in accordance with the Information Commissioner's Data Sharing Code of Practice and the Data Protection Act 1998 – this is also likely to entail the need to review our existing Information Sharing

Protocols (ISP) with a view to combining and updating to produce a single ISP across the Council and full Community Planning Partnership (Inverclyde Alliance).

- Delivery and monitoring take up of mandatory Information Governance training and awareness raising for staff across the Council and CHCP.
- Ensuring that EDRM work is harmonised with the requirements of our RMP.
- Develop and implement an Information Management Strategy.
- Develop a monitoring framework to oversee compliance with the RMP, Information Sharing Protocol, PSN Accreditation requirements and associated policies.

4.5 Information Governance Staff Survey

To help gauge awareness and current practices, an online Information Governance Survey was sent to all staff with access to a personal computer. The survey's aim would help us to assess what staff understood about information governance, whether the council was doing enough to protect information, importance of keeping information safe and improving the security of the information we handle. Results of the survey will be analysed by a sub-group and key areas will be targeted as part of the remit of the IGSG.

4.6 Public Records (Scotland) Act 2011 Inverclyde Council (and Licensing Board) Records Management Plan

The Public Records (Scotland) Act 2011 received Royal assent on 20 April 2011. It is the first new public records legislation in Scotland since 1937 and came fully into force on 1 January 2013. Its primary aim is to promote efficient and accountable record keeping by named Scottish public authorities.

The Act requires each local authority to prepare and implement a records management plan (RMP) which must set out proper arrangements for the management of its records. A plan must clearly describe the way the authority cares for its records that it creates, whilst carrying out its business activities. The RMP must be agreed with the Keeper of Records and regularly reviewed.

Following negotiation on our state of readiness to submit our plan, the Keeper will schedule to speak to us in July 2014, to propose an invitation month of February 2015. Inverclyde Council (and Licensing Board) RMP submission would then be June 2015.

However, in addition to developing the plan and evidencing it, we must have mechanisms in place for it to be continually assessed and reviewed. There will need to be a change in practice and have structures in place to ensure that good practice is monitored and sustained.

The National Records of Scotland (NRS) and the Keeper encourage collaborative working across Authorities to share knowledge, experience and good practice. This has proved beneficial in learning the experiences of Authorities who have already completed and had their RMP approved. Inverclyde Council is making the most of collaborative working and has been doing this with its western authority neighbours; West Dunbartonshire Council and Renfrewshire Council.

The NRS have arranged a programme of surgeries, workshops and seminars on behalf of the Keeper. These programmes provide on-going engagement with the Keeper's office that helps authorities meet their obligations under the Act. Inverclyde Council has been represented at the following:-

- Public Records (Scotland) Act 2011 Implementation Surgery, September 2013 (Edinburgh)

- Workshop run by West Lothian Council on their experience building their RMP, November 2013 (Edinburgh)
- Getting Our Act Together: Implementation of the Public Records (Scotland) Act, 2011, December 2013 (Glasgow)

As part of this engagement, the NRS is also happy to send one of their representatives to visit Inverclyde Council. The IGSO will be following this up by inviting the Keeper's office to a future group meeting.

4.7 Scottish Council on Archives (SCA) Archives Records Management Services (ARMS) Toolkit

It is important that an authority's records management plan is properly assessed before and after the implementation of a RMP. The Keeper suggests that public authorities should consider implementing a self-assessment survey of their level of records management development, before creating a RMP for submission. Knowing our current state of compliance in the authority will help to determine where best to focus our energies and resources when developing the plan and determine where the most resource is needed.

The SCA have produced ARMS, a comprehensive assessment tool that has been endorsed by the Keeper. ARMS is an online self-evaluation tool that focuses on performance indicators to assess current records management provision. Inverclyde Council has registered with the SCA to use the ARMS toolkit. The Information Governance Officer will be facilitating a workshop for managers with responsibility for archives and records management services.

4.8 Information Management Working Groups

To facilitate its key actions and development of the RMP, Information Management Working sub-groups are being set up to focus on specific issues of high importance to the Council and coordinate activities on behalf of the IGSG. Together with the IGSG parent group they will all be known as the Information Governance Family:

Information Governance Steering Group (parent group)

Sub-groups

- Records Management (including EDRM)
- Information Sharing
- Training Awareness and Communication
- Data Quality
- Freedom of Information & Subject Access Requests Disclosures

Each group will have its own terms of reference however collaboration between the groups will be essential.

Membership for the Records Management, Information Sharing and Training Awareness and Communication groups have been confirmed. Initial meetings for the Records Management and Information Sharing groups were targeted as priority.

4.9 Records Management Working Group

This sub-group is being set up to support delivery of a Records Management Policy Framework, identify priorities for records management in the Council and CHCP and provide guidance on how to embed corporate policy into working practices of the directorates. The group will also help the Council to self-assess its current records management provision before implementation of the Records Management Plan. It is

envisaged that self-assessment will be undertaken at Corporate Directorate level and an overall summary from the Directorates will provide an overview of Inverclyde Council's state of readiness. Knowing our state of compliance will help determine where best to focus energies and resources when developing it.

To date, the group has identified shortfalls in good practice amongst staff in records keeping, archiving and destruction. The key driver to this will be to implement a culture of training and awareness in records management and a disciplined approach that can be monitored.

4.10 Information Sharing Working Group

This sub-group is being set up to support delivery of a corporate information sharing protocol and policy framework for the Council and wider community to ensure consistency in approaching information sharing. Information sharing remains an area of high importance and it is critical the Council reviews its information sharing arrangements both internally and externally. The group will also play a role in identifying our information assets, who has responsibility and the risks to them. We must have evidence that the authority undertakes information sharing and handling of personal information in a controlled and suitable manner. The implementation of a corporate Information Sharing Protocol and a local level data sharing code of practice is a priority.

4.11 Training, Awareness and Communication Working Group

This sub-group will support the delivery of a comprehensive mandatory information assurance training programme by developing a series of communication and awareness raising activities across the Council in Information Governance, Information Security, Records Management, Data Quality and Information Sharing. It will ensure staff records are updated to ensure their development as well as continuous assessment.

4.12 Data Quality Working Group

This sub-group will increase the profile of data quality handling and its importance to the Council. It will ensure that data produced by the Council is accurate, valid, reliable, timely, relevant and complete. They will work to ensure that a data quality strategy is effectively implemented across the Council and a mechanism for the regular monitoring of data.

4.13 Freedom of Information and Subject Access Requests Disclosures Working Group

This sub-group will oversee the implementation of a code of practice for requests made under the Freedom of Information (Scotland) Act and Subject Access Requests under the Data Protection Act. It will also provide a forum for all staff with a FOI(S)A and DP remit in the Council to come together and share knowledge and expertise including discussing the volume and types of requests and producing performance reports. The group will also review the current arrangements for processing requests with a view to better working and streamlined processes.

4.14 ICT Collaboration - Information as an Asset Workshop

The IGSG has representatives on this workshop. The purpose of the workshop was to bring together key stakeholders from Inverclyde, East Renfrewshire and Renfrewshire Councils to review the case for collaboration on the Information as an Asset Opportunity with the aim of enabling the right people to have the right information in a timely manner and with the right permissions to deliver the right services that customers need. Further workshops will be arranged in due course.

4.15 Electronic Document Records Management System (EDRMS)

The Revenues & Benefits Service has undertaken EDRMS successfully, serving as a model for the rest of the Council. The CHCP is now working through its EDRMS preparation, which will be governed by the requirements of the RMP and associated policies, and the Directorate's commitment to electronic records rather than paper ones. This will improve information security, particularly in respect of sensitive client information, and will support the CHCP's accommodation moves scheduled for 2014, reducing the requirement for paper filing space. The Information Governance Officer is a member of the CHCP's EDRMS working group, supporting consistency with Information Governance requirements.

4.16 PSN Accreditation

A key requirement of the PSN Accreditation process is a comprehensive understanding of the information held and processed by the Council. The work of the IGSG and sub-groups will play a key role in defining this and supporting the accreditation process.

5.0 IMPLICATIONS

- 5.1 Financial Implications: The framework policy in itself will have no direct financial implications. However it must be noted that further work aligned to the development of the strategy may require investment. It is recommended that any cost is looked at as an on-going business expense worth investing in.

One off Costs

Cost Centre	Budget Heading	Budget Year	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					

- 5.2 HR: Framework will place responsibilities on staff following review of the Code of Conduct in compliance with information governance, data protection and IT security responsibilities.
- 5.3 Legal: The recommendations made in this progress report will be consistent with the Council's processes in line with legislative requirements, including the Data Protection Act 1998

- The DPA is regulated and enforced by the Information Commissioner's Office ("the ICO")
- All organisations processing personal data are required to comply with DPA
- This is the current legislation and is based upon an EU Directive
- Currently a new Directive is being debated and this is likely to be agreed by the end

of 2013

- The new Directive will place much more onerous obligations on all organisations responsible for processing personal data and gives regulators such as the ICO much greater enforcement powers
- Data protection is getting more and more important for businesses – and the general public are becoming more aware of their rights.

PSN Accreditation Requirements – The Framework and Action Plan will enable the Council meet these requirements.

5.4 Equalities: The issue of equalities will be important within the framework in respect of how we best ensure that the management, handling and storing of information can be secured in such a manner as to meet our duty for access and sharing of information. Key policies developed will have an equality impact assessment carried out where applicable.

5.5 Repopulation: None

Report To:	Policy & Resources Committee	Date:	4 February 2014
Report By:	Acting Corporate Director Environment, Regeneration & Resources	Report No:	2014/P&R/01/AP
Contact Officer:	Alan Puckrin	Contact No:	2764
Subject:	2014/16 Budget		

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Committee in respect of the current position of the 2014/16 Budget, to provide information in respect of the 2015/16 Workstream Savings Targets, and to provide Committee with the relevant information to enable the 2014/16 Budget to be confirmed at the Council meeting on 20 February 2014.

2.0 SUMMARY

- 2.1 In February 2013, the Council approved a three year Revenue and Capital Budget covering the period 2013/16. The Revenue Budget was in a break even position by 2015/16 whilst the three year Capital Programme had an estimated shortfall in Resources of approximately £1.6m (1.5%).
- 2.2 In December 2013, the Scottish Government issued detailed figures for each Council for both Revenue and Capital. The updated 2014/16 position is shown in Appendix 1. No figures were issued in respect of 2015/16 and therefore the recommendation from Officers is not to revisit previous assumption of a £1.1 million cash cut for 2015/16.
- 2.3 The 2014/15 settlement contained a number of conditions which if the Council do not agree to, will result in financial sanctions being taken against the Council. These sanctions are estimated by Officers to total approximately £1.6m in 2014/15.
- 2.4 A number of expenditure pressures have arisen during the last twelve months and these are outlined in Appendix 2 along with proposals for funding. Committee are asked to consider these proposals.
- 2.5 The 2014/15 settlement included some new funding linked to new service delivery requirements. By far the largest of these relates to the Children and Young Persons Bill where revenue and capital money has been allocated largely to enable the Council to provide 600 hours of Early Years provision per child from August 2014. A summary of the main issues and proposals by officers is attached as appendix 3. A more detailed report on this matter will go to Education & Communities Committee in March subject to this Committee agreeing to allocate the funding provided by the Government to this purpose.
- 2.6 Officers have reviewed the General Fund Reserves position and estimate that there will be a free reserves balance of approximately £3.78m at 31 March 2016. Members, therefore, will be able to propose uses for this sum as part of the 2014/16 Budget meeting later this month.
- 2.7 Officers have reviewed the phasing of approved projects and allocations included in the 2014/16 Capital Programme. This is detailed in Appendix 5.

- 2.8 When agreeing the 2013/16 Budget in February 2013, Members agreed a target of £800,000 to be achieved from six new workstreams by 2015/16. The Corporate Management Team, in consultation with the Trades Unions via the Joint Budget Group, have been developing proposals to achieve this target and information in respect of each of the six workstreams is attached as Appendix 6.
- 2.9 It should be noted that detailed papers will be presented to the relevant Committee for each of these proposals prior to implementation, however, as part of the 2014/16 Budget, Members will be asked to confirm the applicability of the targets specified in the papers. In the event that Members wish to change the targets, then alternative savings will require to be identified in order to ensure that the 2015/16 budget stays in balance.
- 2.10 Appendix 7 shows an initial estimate of the three year revenue funding gap for the period 2016/19 based on a number of high level assumptions. It is important Members consider this context when making decisions on the 2014/16 budget.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note the current position of the 2014/16 Budget as outlined in Appendix 1.
- 3.2 It is recommended that the Committee approve the proposals in respect of the expenditure pressures outlined in Appendix 2.
- 3.3 It is recommended that the Committee approve the summary proposals in respect of the use of the Childrens & Young Persons Revenue and Capital monies in 2014/15 and note that a more detailed report on the use of the monies will be considered by the Education & Communities Committee in March.
- 3.4 It is recommended that the Committee note the 2014/15 Government Grant Settlement and the conditions attached by the Scottish Government and note that Members will require to consider the implications of not agreeing to the three conditions when setting the 2014/16 Budget on 20 February 2014.
- 3.5 It is recommended that the Committee note the projected free reserves of £3.78m detailed in Appendix 4 and that decisions on the use of the free reserves will be taken as part of the 2014/16 Budget.
- 3.6 It is recommended that the Committee agrees that £2.0m within the Capital Fund originally allocated towards Early Release costs be redesignated to meet increased Loan Charges costs in 2017/19.
- 3.7 It is recommended that the Committee note the latest position in respect of the 2014/16 Capital Programme shown in Appendix 5 and agree that the £500,000 contingency not required for the Community Campus project be returned to the overall programme.
- 3.8 It is recommended that the Committee consider the update from the Corporate Management Team in respect of the six Savings Workstreams shown in Appendix 6 and note that if Members wish to amend the targets then this should form part of the 2014/16 Revenue Budget proposals on the basis that the total savings identified require to come to £800,000 to ensure the 2015/16 Budget year remains in balance.
- 3.9 It is recommended that the Committee note the initial estimate of the 2016/19 budget funding shortfall shown in Appendix 7.

3.10 It is recommended that the Committee note that the level of Council Tax will be confirmed as part of the 2014/16 Budget meeting on 20 February 2014.

Alan Puckrin
Acting Corporate Director Environment, Regeneration & Resources

4.0 BACKGROUND

- 4.1 In February 2013 the Council approved a three year Revenue & Capital budget covering the period 2013/16.
- 4.2 The Revenue budget was based on surpluses for the years 2013/14 and 2014/15 with a break even position being budgeted for the financial year 2015/16.
- 4.3 The Council also agreed a £108m on Capital Programme for the period 2013/16 with the Capital Programme having a funding shortfall of approximately 1.5% or £1.6m.
- 4.4 It is a requirement that the Council requires to confirm its budget annually in order to confirm the Council Tax level for the next financial year.

5.0 CURRENT POSITION - REVENUE

- 5.1 In December 2013 the Scottish Government issued detailed figures to each Council in respect of its Revenue Grant settlement for the period 2014/15. It should be noted that no detailed figures were issued in respect of 2015/16 due to the decision by CoSLA to have a flat cash settlement between 2014/15 and 2015/16 which is a departure from previous practice.
- 5.2 In the absence of detailed 2015/16 figures, it is recommended that Members proceed on the basis of the figures used in February 2013 for 2015/16. In the event the Scottish Government adhere to the CoSLA position then it is likely that the Council will receive approximately a further £1.1m of Revenue Grant in 2015/16.
- 5.3 The base 2014/15 Revenue Grant figures match those used when setting the 2013/16 Revenue Budget, ie, there has been a cash reduction of approximately £1.02m between 2013/14 and 2014/15. In addition, there have been a number of adjustments to funding from the Council for specific matters and this is all detailed in Appendix 1.
- 5.4 In line with the practice for the last number of years, the Scottish Government has set conditions for Councils to agree to in order for them to secure the full funding outlined in the circular. These conditions are -
 - a) That the Council maintains the Council Tax freeze for the financial year 2014/15;
 - b) That the Council maintain teacher numbers in line with pupil numbers;
 - c) That the Council secures a place to every probationer teacher who requires one.
- 5.6 In the event that the Council does not agree to these three conditions, then the Government have advised that the Council's Revenue Grant will be reduced. Officers have estimated that this reduction will total approximately £1.6m which equates to an approximate 5% increase in the Council Tax. If the Council does not wish to agree to the conditions outlined above, then it requires to make this decision as part of the budget and advise the Scottish Government in writing by 10 March 2014.
- 5.7 Appendix 2 highlights a number of expenditure pressures and also highlights the proposed resolution of these matters for Members to consider. A number of these matters were approved at the Policy & Resources Executive Sub-Committee on 16 December but have been included for completeness. For those matters which are not yet addressed, then Committee is asked to consider the funding proposals.
- 5.8 A significant increase in funding has been received from the Government in relation to the Children & Families Bill. The majority of the funding relates to the increase in early years provision from 475 hours to 600 hours with effect from August 2014. A detailed report on this matter will be presented to the Education & Communities Committee in March 2014 and in the interim a summary is included in Appendix 3 for the Committee to consider.
- 5.9 In addition the Government announced funding for the provision of free school meals for all P1-3 pupils and increased child care support for 2 year olds on 7th January. No details on funding have been received therefore Committee should assume that these matters are cost neutral.

6.0 GENERAL FUND RESERVES

- 6.1 Appendix 4 contains a projection of the General Fund Reserves position up to 31 March 2016. From this it can be seen that it is estimated that the free General Fund Reserves will be approximately £3.78m by 31 March 2016. Members will be able to make decisions in respect of the General Fund Reserves when setting the 2014/16 budget, however, the Corporate Management Team have highlighted a number of areas for Members to consider and these are also shown in Appendix 4.
- 6.2 One specific area for Members to consider is in relation to the need for the Council to have a Loans Charge Earmarked Reserve in order to address a £1.5m increase in loans charges from 2016/17. To supplement this proposal Committee is asked to consider redesignating £2 million previously set aside for early release costs within the Capital Fund to be used to meet loans charges costs in the financial years 2017/18 and 2018/19. Whilst this is a number of years hence, it would significantly assist Officers in their medium term financial planning if this decision could be taken as part of the 2014/16 budget.

7.0 CAPITAL PROGRAMME – 2014/16

- 7.1 Appendix 5 shows the proposed Capital Programme for 2014/16 and is an update in respect of the 2013/16 Capital Programme following a review of project phasings by Asset Management CIG. It can be seen that the 2014/16 Capital Programme totals £85.5m and that there is currently a shortfall in resources of approximately £1.6m.
- 7.2 The current funding shortfall represents 1.9% of the estimated Capital Programme and is marginally above the recommended level of 1.5%. This matter may need to be addressed when considering the post 2015/16 budget.
- 7.3 The Port Glasgow Community Campus project is now complete and Officers are able to advise that approximately £500,000 of the remaining project contingency was not required. It is recommended by the Corporate Management Team that this sum be transferred from the School Estate Management Plan Model and returned to the overall Capital Programme.

8.0 WORKSTREAM SAVINGS

- 8.1 When agreeing the 2013/16 budget in February 2013, Members agreed a target of £800,000 to be achieved from six new Savings Workstreams by 2015/16. These workstreams were to be largely of an efficiency nature and not impact on frontline service delivery.
- 8.2 Since February 2013, Officers have been developing proposals in respect of each of the workstreams in order that Members could confirm targets for each of the workstreams when setting the 2014/16 budget. A summary of progress is attached as Appendix 6 and Members are asked to either confirm the individual targets, or in the event that the targets are amended, then alternative savings will require to be identified.
- 8.3 Committee is asked to note that specific reports will be brought back to the relevant Committee prior to implementing each of the Savings Workstreams in plenty of time to achieve the savings identified.

9.0 OTHER INFORMATION

- 9.1 It is important that Members make any decisions in respect of the 2014/16 Revenue Budget in the context of the current best estimates of the Council's medium term financial position. In light of this, Appendix 7 gives an initial estimate of the funding gap for the next full three year budget period covering 2016/19. This estimate is based on the information arising from the Chancellor's Autumn statement in December 2013 and analysis provided by both the Improvement Service and the CPPR.

- 9.2 Clearly there are a large number of assumptions underpinning these figures, but Committee is asked to note that these figures are by no means the worst figures which Local Government could face in the medium term.
- 9.3 Committee is asked to consider this information and the significant future budget cuts which the Council is likely to face in the medium term when arriving at decisions in respect of the 2014/16 budget.

10.0 IMPLICATIONS

10.1 Financial Implications

Committee is asked to note that the current 2013/16 Revenue Budget remains very much in line with the approvals made in February 2013. No further savings are required unless Members take decisions to either increase spend or not pursue the full workstream savings.

10.2 HR Implications

There are no HR implications arising directly from this report and any implications in respect of the workstreams will be reported to Committee at the appropriate time.

10.3 Legal Implications

There are no legal implications arising from this report.

10.4 Equalities

As this budget report is simply a restatement of the prior year's budget with minor adjustment, it is assessed that there are no new equalities issues arising.

10.5 Repopulation

It is important that the Council transparently demonstrates sound financial management to residents, business and potential residents/businesses. By doing this, it will instil confidence in the Inverclyde area and as such make a positive impact to the Council's Repopulation agenda.

11.0 CONSULTATIONS

- 11.1 Consultation has taken place with the Trades Unions via the Joint Budget Group, in particular in respect of the proposed targets for workstreams. The Trades Unions have raised strong concerns over the Terms and Conditions workstream target. The Joint Budget Group continues to be a constructive forum for discussing matters and will continue to be a vital requirement to the Council's budget process in light of the latest information highlighted in Section 9 of this report.
- 11.2 The Corporate Management Team have approved the contents of this report.

12.0 LIST OF BACKGROUND PAPERS

- 12.1 2013/21 Financial Strategy – Approved December 2013.

REVENUE BUDGET 2014/16

Appendix 1 (Page 1)

Committee: All
 Corporate Director: All
 Service: All
 Division: All

OBJECTIVE SUMMARY	2014/15 Approved Budget	2014/15 Post Budget Adjustments	2013/14 Inflation	2014/15 Revised Budget	2015/16 Approved Adjustments	2015/16 Approved Inflation	2015/16 Post Budget Adjustments	2015/16 Revised Budget
Chief Executive Services	356,650	(220)	280	356,710	-	-	-	356,710
Environmental, Regeneration & Resources Directorate	30,696,750	251,630	107,040	31,055,420	(851,000)	(95,110)	(2,000)	30,107,310
Education, Communities & Organisational Development Directorate	87,184,940	709,070	162,380	88,056,390	(807,370)	(41,020)		87,208,000
Community Health & Care Partnership Directorate	47,822,640	225,520	290,640	48,338,800	(1,018,000)	(14,740)		47,306,060
Directorate Sub-Total	166,060,980	1,186,000	560,340	167,807,320	(2,676,370)	(150,870)	(2,000)	164,978,080
Miscellaneous	2,437,620	0	0	2,437,620	560,000	0		2,997,620
Inflation Contingency	7,043,000 a)	(273,000)	(560,340)	6,209,660	800	4,030,000		10,240,460
Unallocated Savings	(383,000) b)	183,000	0	(200,000)	(1,630,000)		2,000	(1,828,000)
Loan Charges	13,346,340			13,346,340	543,500			13,889,840
Contribution to Reserves	1,777,060		0	1,777,060	(1,777,060)			-
Total Expenditure	190,282,000	1,096,000	-	191,378,000	(4,979,130)	3,879,130	-	190,278,000
Financed By:								
General Revenue Grant/ Non Domestic Rates	(157,268,000) c)	(1,096,000)		(158,364,000)	1,100,000			(157,264,000)
Council Tax	(33,014,000)			(33,014,000)				(33,014,000)
Net Expenditure	-	-	-	-	(3,879,130)	3,879,130	-	-

REVENUE BUDGET 2014/16

APPENDIX 1 Page 2

Notes:

a) Pay Inflation:

1% Pay Award 2013/14 (Agreed, to be allocated)	1,050,000
1% Pay Award 2014/15	1,050,000
Living Wage	374,000
Term Time	180,000
CHCP Bottom up Budget error	128,000
Single Status Craft Workers	30,000
Auto Enrolment (2013/14)	470,000
Auto Enrolment (2014/15)	20,000
Auto Enrolment (2015/16)	20,000
Incremental Drift (2014/15)	400,000
2013/14 Contingency Balance	236,000
2014/15 Contingency Balance	322,000
2015/16 Allowance	2,110,000
Total Pay Inflation	6,390,000

Non Pay Inflation:

Additions to Inflation Contingency	87,460
Fuel 2013/14	5,000
Unmetered Electricity 2013/14	50,000
Pensions (VST 2013/14)	20,000
Pensions (VST - 2014/15)	30,000
Pensions (VST - 2015/16)	40,000
2013/14 Balance	163,000
2014/15 Balance	1,595,000
2015/16 Balance	1,860,000
Total Inflation Contingency	10,240,460

REVENUE BUDGET 2014/16

APPENDIX 1 Page 3

Notes (Continued):

b) Workstream saving - Utilities (Detail agreed to be allocated to Services)		(150,000)
Workstream saving - Procurement (£16,000 agreed, to be allocated to Services)		(50,000)
Budget 2014/15		(200,000)
Workstream saving - Procurement		(78,000)
Workstream Savings - Operational/Organisational Efficiencies		(750,000)
Workstream Savings - New		(800,000)
Budget 2015/16		(1,828,000)
c) General Revenue Grant/Non Domestic Rates:		
Approved GRG 2014/15		(157,268,000)
<u>New Funding Added - December 2013:</u>		
Teachers Induction Scheme	(150,000)	
National Care Home Contract	(45,000)	
Children and Young People Bill	(709,000)	
Sensory Impairment	(15,000)	
Hostels Grant	(203,000)	
		(1,122,000)
<u>Funding Removed</u>		
Copyright for School Pupils		26,000
Revised GRG/Non Domestic Rates 2014/15		(158,364,000)
Estimated Grant Cut 2015/16		1,100,000
Revised GRG/Non Domestic Rates 2015/16		(157,264,000)

PRESSURE	ISSUE	RECURRING COST £000	PROPOSAL
1. Glass – Kerbside Collection	E & R Committee agreed in principle to Kerbside Glass collection to meet the statutory requirement for all households having access to glass recycling from 2014. P & R Sub-Committee (16/12/13) approved the financial implications based on a Zero Waste Scotland Capital Bid of £250,000.	140	Approved by P&R Sub Committee. Fund part year impact (£69k) in 2014/15 from contingency earmarked reserve and from 2015/16 fund from unallocated pressures budget.
2. MRF Contract	Contractor released from their contract early to avoid going into Administration due to collapse of recycle market. New short term tender procured and thereafter a medium term contract from July 2014. Increase cost confirmed at £14,500/month.	174	Approved by P&R Sub Committee. Propose to meet from non-pay inflation allowance in 2013/15.
3. Street Lighting Maintenance	New contract from 1/1/14 will cost approximately £100k more than current contract. Report on this matter presented to the P & R Sub-Committee (16/12/13).	100	Approved by P&R Sub Committee. Fund from non-pay inflation allowance 2013/15 and retender during 2014 for a new contract during 2015/16.
4. Community Facilities – Running Costs	Safer Communities indicating that £75k set aside for running costs of 4 new community facilities will not be sufficient. New figures to be reported to E & C Committee in January 2014.	25	Fund from revenue implications of Capital Programme allowance.

5. Sheltered Wardens	Savings approved as part of the 2011/13 budget but never fully implemented. Temporary funding has been used to meet the savings shortfall since 2012/13 but requires a permanent resolution as part of the 2014/16 budget.	120	Fund from unallocated pressures money in 2015/16 and use CHCP earmarked reserves in 2014/15.
----------------------	--	-----	--

Summary: Increase of Entitlement to of Early Years Education and Childcare

1.0 BACKGROUND

- 1.1 The Children and Young People Bill states Scottish Government's intention to improve access to high quality, flexible and integrated early learning and childcare by increasing the funded annual provision from 475 hour to a minimum annual provision of 600 hours for vulnerable 2 year olds and all 3 and 4 year olds.
- 1.2 An implementation model has been developed to ensure that Inverclyde meets the Governments targets; provides both extended part-time sessions and flexible placements and maintains the quality of provision.
- 1.3 To deliver this model, whilst retaining quality, a range of supports are required including a range of new posts and an increase in payments to Partner Providers and an uplift in resource allocation.

2.0 FINANCIAL IMPLICATIONS

2.1 Revenue Funding

Inverclyde Council will receive £709,000 for revenue spend in 2014/15. Scottish Government has indicated that there will be increased funding until 2020. Funding for future years is not yet confirmed but estimates are as follows:

2015 - 16	2016 - 17	2017 - 18	2018 - 19	2019 - 20
£1,063,350	£1,170,900	£1,288,350	£1,442,850	£1,442,850

- 2.2 The delivery plan as outlined requires significant resourcing as detailed below:

	2014/15 £000
EYECO/Sen EYECO	231
Support Staff	209
Clerical Staff	14
Partner Providers	50
Materials/Overheads	20
Reduced Income	28
Future Developments	157
	704

- 2.3 Developments in future years include a new nursery class in St. Johns Primary School and the development of fully flexible provision as detailed in the Children and Young People Bill.
- 2.4 **Capital Funding**
Inverclyde Council will receive £413,000 for capital spend in 2014/15. Scottish Government has indicated that there will be similar funding for 2015/16 and 2016 /17 although this not yet confirmed.
- 2.5 The school estates team is currently developing a programme of work for capital projects which will include developments in St. John's Primary School, Moorfoot Primary School, King's Oak Primary School, Lady Alice Primary School and Larkfield Children's Centre.

General Fund Reserve
Revised Free Reserve Position

	£000
Free Reserve Balance 31.3.16 (December Finance Strategy)	6153
Less: Reserve Level (2% of £190 million)	(3800)
Assume all directorates come in on budget in 2013/14	(376)
	1977
Add: Unallocated Inflation Contingency 2013/14	399
Unallocated Pay Inflation Contingency 2014/15	558
Projected Loan Charge Underspend 2014/15	600
Projected Loan Charge Underspend 2015/16	250
Estimated Available Free Reserves 31.03.16	3784

Use of Free Reserves

CMT - Recommendations

1. **Loan Charges** – In 2016/17 the sale of Greenock Town Centre drops out of loan charges thus increasing annual loan charges by £1.5million in one transaction. In 2021 the ex-SRC debt drops out of loan charges which will reduce loan charges by over £2.5million (2014/15 figures). There is therefore a 5 year funding pressure totalling approximately £7.5million. Proposal is to set up a loan charges earmarked reserve and to build this up over the next 3 years using loan charge savings, the Capital Fund and Reserves to smooth this pressure out.

If agreed this would use the £1.2million of the projected free reserves, the amount attributable to loan charges savings over this period.

£1.2million

2. **Roads Infrastructure Maintenance** – The Council allocated £17million for the RAMP in 2013/16 and in principle have agreed a further £12million over 2016/18. Whilst this initial investment is being progressed it is clear that the infrastructure not benefitting from this initial investment is deteriorating at an increased rate. In order to maintain public confidence in the significant investment announced it is proposed to set aside £500,000 to be spent over the next 2 years to:
 - a) To improve the Council's response to repairing Road Defects
 - b) Increase spend on drainage works to reduce the impact poor drainage has on carriageways.

£500,000

3. **Regeneration** – Given the reduction in regeneration partners' funding, the Council needs to consider allocating further resources to maintain the momentum in key areas and to link this to the new Joint Council / Riverside Inverclyde 2014/17 Operating Plan. The CMT would propose that investment is targeted at no more than 2 or 3 geographical areas and is also used to lever in investments from the Government, RCH, Private Sector, etc. In addition it is recommended that reductions in employability structural funding from June 2014.

£1.5 million

General Fund Capital Programme - 2014/16Approved Programme

	2014/15	2015/16	Future	Total
	£000	£000	£000	£000
<u>Policy & Resources</u>				
Completion of Existing Programme	144	-	-	144
Annual Allocation (ICT)	554	551	50	1,155
Modernisation Fund	32	350	-	382
<u>Policy & Resources Total</u>	<u>730</u>	<u>901</u>	<u>50</u>	<u>1,681</u>
<u>Environment & Regeneration</u>				
Completion of Existing Programme (Property Services)	303	-	-	303
Annual Allocation (Property Services)	800	1,200	-	2,000
Central Gourock Development	1,122	2,500	500	4,122
Regeneration of Port Glasgow Town Centre	85	150	-	235
Broomhill Regeneration	50	200	-	250
Leisure & Pitches Strategy	259	66	-	325
Port Glasgow Town Centre Refresh of Town Hall	63	-	-	63
Asset Management Plan - Offices	2,627	3,215	1,269	7,111
Asset Management Plan - Depots	2,450	7,214	1,144	10,808
Completion of Existing Programme (Roads)	160	-	-	160
Roads Non-RAMP Allocation	100	100	-	200
Flooding Works	412	810	-	1,222
Roads Asset Management Plan	5,095	6,550	-	11,645
Greenock Parking Strategy	175	75	-	250
Vehicle Replacement Programme	1,020	2,970	-	3,990
Kerbside Glass Collection	320	-	-	320
Play Areas	275	200	-	475
Coronation Park Port Glasgow	232	-	-	232
SV Comet	120	5	-	125
Annual Allocation (Zero Waste Fund)	80	80	-	160
Completion of Existing Programme (Environmental & Planning)	15	50	-	65
<u>Environment & Regeneration Total</u>	<u>15,763</u>	<u>25,385</u>	<u>2,913</u>	<u>44,061</u>
<u>Education & Communities</u>				
Scheme of Assistance/Aids & Adaptations	1,300	1,342	400	3,042
Contribution to Watt Complex Refurbishment	200	500	3,221	3,921
Primary School Pitch Upgrading	828	-	-	828
Inverkip Community Facility	1,001	500	-	1,501
New Community Facility Woodhall	-	400	-	400
New Community Facility Broomhill	100	900	-	1,000
School Estate Management Plan	7,870	9,112	12,023	29,005
<u>Education & Communities Total</u>	<u>11,299</u>	<u>12,754</u>	<u>15,644</u>	<u>39,697</u>
<u>CHCP</u>				
Hillend Respite Unit	80	-	-	80
<u>CHCP Total</u>	<u>80</u>	<u>-</u>	<u>-</u>	<u>80</u>
<u>Total Expenditure</u>	<u>27,872</u>	<u>39,040</u>	<u>18,607</u>	<u>85,519</u>

General Fund Capital Programme - 2014/16Available Resources

	2014/15	2015/16	Future	Total
	£000	£000	£000	£000
Government Capital Support	7,838	6,000	-	13,838
Less: Allocation to School Estate	(4,800)	(4,300)	-	(9,100)
Capital Receipts (Note 1)	420	772	-	1,192
Capital Grants (Note 2)	227	-	-	227
Prudential Funded Projects (Note 3)	8,661	18,596	5,834	33,091
Balance B/F From 13/14 (Exc School Estate)	3,235	-	-	3,235
Capital Funded from Current Revenue (Note 4)	6,098	5,998	300	12,396
School Estate Management Plan Funding	7,870	9,112	12,023	29,005
	<u>29,549</u>	<u>36,178</u>	<u>18,157</u>	<u>83,884</u>
<u>Total Expenditure</u>	<u>27,872</u>	<u>39,040</u>	<u>18,607</u>	<u>85,519</u>
 (Shortfall)/Under Utilisation of Resources				(1,635)

Sources of Income

	2014/15	2015/16	Future	Total
	£000	£000	£000	£000
<u>Capital Receipts</u>				
Redholm	200	-	-	200
Vehicle Sales (Part funds Vehicle replacement Programme)	220	772	-	992
<u>Capital Receipts Total</u>	<u>420</u>	<u>772</u>	<u>-</u>	<u>1,192</u>
 <u>Capital Grants</u>				
Cycling, Walking & Safer Streets	125	-	-	125
Zero Waste Scotland	102	-	-	102
<u>Capital Grants Total</u>	<u>227</u>	<u>-</u>	<u>-</u>	<u>227</u>

Prudentially Funded Projects

Additional ICT - Education Whiteboard & PC Refresh	104	68	-	172
Vehicle Replacement Programme	800	2,198	-	2,998
Greenock Parking Strategy	41	75	-	116
Asset Management Plan - Offices	2,627	3,215	1,269	7,111
Asset Management Plan - Borrowing in Lieu of Receipts	920	-	-	920
Asset Management Plan - Depots	2,450	7,214	1,144	10,808
Leisure & Pitches Strategy	259	66	-	325
Broomhill Community Facility	-	500	-	500
Kylemore Childrens Home	(200)	-	-	(200)
Modernisation Fund	32	350	-	382
Watt Complex Refurbishment	-	-	2,921	2,921
Gourock One Way System	-	2,000	500	2,500
Roads Asset Management Plan	1,350	2,850	-	4,200
Kerbside Glass Collection	218	-	-	218
Surplus Prudential Borrowing due to project savings	60	60	-	120

Prudentially Funded Total

8,661	18,596	5,834	33,091
-------	--------	-------	--------

Capital Financed from Current Revenue

Regeneration of Port Glasgow Town Centre	85	150	-	235
Play Areas	275	200	-	475
Coronation Park Port Glasgow	232	-	-	232
Hillend Respite Unit	80	-	-	80
Lunderston Bay	41	-	-	41
Scheme of Assistance	433	433	-	866
Flooding Strategy	412	810	-	1,222
Greenock Parking Strategy	134	-	-	134
Roads Asset Management Plan	2,445	2,400	-	4,845
Broomhill Community Facility (Community Facility Fund)	100	400	-	500
Inverkip Community Facility	600	500	-	1,100
Port Glasgow Town Centre, Town Hall Refresh	63	-	-	63
Watt Complex Refurbishment	200	500	300	1,000
Woodhall Community Facility	-	400	-	400
Blaes Football Parks	828	-	-	828
Broomhill Regeneration	50	200	-	250
Completion of SV Comet Canopy	120	5	-	125

CFCR Total

6,098	5,998	300	12,396
-------	-------	-----	--------

General Fund Capital Programme - 2014/16Notes

	2014/15	2015/16	Future	Total
	£000	£000	£000	£000
Note 1				
<u>Further Breakdown of SEMP Expenditure</u>				
Gourock HS - Refurb for St Columba's	444	-	-	444
Demolish St Stephens HS	-	147	408	555
Ardgowan PS Refurbishment	2,949	1,446	-	4,395
St Patricks PS Refurbishment	215	2,417	2,710	5,342
St John's PS - Refurbishment	1,041	1,064	54	2,159
Kilmacolm PS - Refurbishment	145	1,869	1,641	3,655
Balance of Lifecycle Fund	487	601	917	2,005
Balance of Contingency:	100	100	100	300
Future Projects	19	377	6,191	6,587
Port Glasgow Community Campus Secondary School	2,086	500	-	2,586
Prudential Funding - Capital Project Contributions	-	500	-	500
Other Projects < £250K	384	91	2	477
	<u>7,870</u>	<u>9,112</u>	<u>12,023</u>	<u>29,005</u>

Note 2

Future figures relate to completion of existing programme. No allowance is made beyond 2015/16 for Government Capital Support of other income or for annual capital allocations (ICT, Property, Roads, SEMP, SOA, Zero Waste).

Briefing Note

Update By : Corporate Management Team
Contact Officer : Alan Puckrin
Subject : 2015/16 Workstreams Projects

1. In approving the 2013/16 Revenue Budget the Council approved a savings target of £800,000 to be achieved by 2015/16 from efficiencies in the following 6 areas:-

- | | |
|-----------------------|-----------------------|
| a) Social Transport | Lead – Ian Moffat |
| b) Shared Services | Lead – John Mundell |
| c) Sessional Workers | Lead – Alasdair Moore |
| d) Terms & Conditions | Lead – Alasdair Moore |
| e) Modernisation | Lead – Alan Puckrin |
| f) Charging / Income | Lead – Alan Puckrin |

2. Officers have progressed these matters in order to arrive at one are believed to be achievable targets. Having considered reports / updates from the Lead Officers and having discussed these updates at the Joint Budget Group, the CMT believe the £800,000 could be achieved in the following manner:-

- | | | |
|-----------------------|---|-----------------|
| a) Social Transport | - | £50,000 |
| b) Shared Services | - | £50,000 |
| c) Sessional Workers | - | £30,000 |
| d) Terms & Conditions | - | £170,000 |
| e) Modernisation | - | £150,000 |
| f) Charging / Income | - | <u>£350,000</u> |
| | | <u>£800,000</u> |

3. A short summary of the work undertaken and the rationale for the savings target is attached with this note. More detailed reports will be presented to the relevant Committee during 2014/15.

4. Discussions on the targets and the draft detail has taken place with the Trades Unions via the Joint Budget Group. The Unions raised strong concerns over any further erosion of Terms & Conditions.

5. £800,000 of workstream savings are required in order to keep the 2015/16 budget in balance. In the event that this target is not approved then members will require to identify alternative savings as part of the budget.

Corporate Management Team
15th January 2014

WORKSTREAMS PROGRESS UPDATES

1. Social Transport – there are two specific areas within the Council's Social Transport provision namely internal provision and external Services, provided by SPT and external providers. Draft proposals indicate that it will be possible to achieve £50,000 on the internal provision by reviewing journey schedules and optimising the use of the existing fleet. Proposals will be presented to the Environment & Regeneration Committee during 2014.
2. Shared Services – the two main Shared Services Projects currently ongoing are the ICT collaboration with Renfrewshire and East Renfrewshire and Roads / Lighting Shared Services with Renfrewshire and East Renfrewshire. A report elsewhere on the agenda seeks Committee approval to withdraw from the ICT collaboration project and it is proposed therefore that the Council's efforts be focused upon delivery of the Council's own ICT / Modernisation Strategy. In light of this, it is proposed that the £50,000 earmarked against Shared Services be added to the modernisation target and the remaining sum in the ICT Shared Services Earmarked Reserve be added to the Modernisation fund.
3. Sessional Workers – HR have analysed the available sessional workers budgets and it is proposed that the budget within CHCP and Education are reduced by £15,000 each, which equates to 2.7% of the total sessional budget. Both Directorates have confirmed that this can be achieved with no impact on frontline service delivery.
4. Terms and Conditions – the Council has made significant savings in the areas of employee Terms and Conditions over the last five to six years, largely arising from the implementation of Single Status. Whilst it is believed that further savings are achievable within Terms and Conditions, the detailed report will highlight that Officers believe that there is limited scope to achieve further savings beyond the £170,000 proposed. The Trades Union, via the Joint Budget Group, have stressed their strong opposition to further erosion of Terms and Conditions. A detailed report on this matter will be presented to the Policy & Resources Committee during 2014.
5. Modernisation – Officers have developed a draft Digital Access Strategy due to be considered by Policy & Resources Committee. Various projects generated by Council services are included in the Digital Access Strategy and it is believed that this, plus ongoing work around EDRMS, Agile Working and General Modernisation will be able to generate £150,000 in savings (plus the £50,000 referred to in the Shared Services update). To fund this, the Council has a Modernisation Earmarked Reserve of approximately £600,000 with projects being progressed on the basis of business cases which is overseen by the Modernisation CIG. Reports on specific initiatives will be presented to Committee as appropriate.
6. Charging / Income – the Council has approximately £6m per year in external charges. An Officer Working Group has carried out benchmarking information with other Councils and this allied to generating proposals from Directorate Management Teams generated a long list of possible charging options totalling approximately £600,000. The Corporate Management Team recommend a target of £350,000, which represents an approximate of 6% uplifting overall charges, to be selected from this list. It is proposed that a detailed report on this matter will be presented to Members during 2014.

Appendix 7

2016/19 Budget Gap - High Level Estimate

	2016/17 £m	2017/18 £m	2018/19 £m	Cumulative £m
1/ OBR Autumn Statement - (4% cut over 2016/19)	1.6	3.1	1.5	6.2
2/ Continuing cash cut due to Depopulation	1.0	1.0	1.0	3.0
3/ Inflation - Pay (2% per year)	2.1	2.1	2.1	6.3
- Non-Pay (As present)	1.9	1.9	1.9	5.7
4/ Pressures (Known)				
- Auto-enrolment (70% take up -Oct 2016)	0.3	0.7	-	1.0
- Pensions (Contracting Out)	2.0	-	-	2.0
- RAMP	0.3	0.3	0.3	0.9
	<u>9.2</u>	<u>9.1</u>	<u>6.8</u>	<u>25.1</u>

- a/ This excludes unquantified demographic pressures coming through CHCP or increased asset maintenance costs.
- b/ Allows for £4.6 million per year Prudential Borrowing for RAMP.
- c/ Assumes no Council Tax increase. (3% annual increase would raise approx £3.0 million in total towards the gap).
- d/ 4% cash reduction based on Improvement Service / CPPR estimates.

Report To: Policy & Resources Committee **Date:** 4 February 2014

Report By: Acting Corporate Director
Environment, Regeneration &
Resources **Report No:** FIN/08/14/LB/CM

Contact Officer: Lesley Bairden **Contact No:** 01475 712257

Subject: Charging for Services: Are You Getting it Right?

1.0 PURPOSE

1.1 The purpose of this report is to highlight to Committee the main messages from the Accounts Commission document – “Charging for services; are you getting it right?” which was published on 31 October 2013 and to seek Committee approval for the proposed resulting actions.

2.0 SUMMARY

2.1 The Accounts Commission report “Charging for Services” is split into 3 parts and covers: 1. Why charges are important, 2. Managing charges and 3. Cycle for managing charges. Each part gives the key messages for that section, followed by further detail and supporting exhibits and case studies.

2.2 The key facts summarised in the report identify that:

- Whilst three quarters of Councils are reviewing their use of charges fewer than half have corporate policies in place
- Charges vary according to Council policies from free to hundreds of pound per year
- Charges come from a variety of services with 54% from social work, roads and transport and central services such as licensing
- The income raised from charges levied by Councils is £1.3 billion each year
- The proportion of Councils income from fees and charges is 7%

2.3 The key messages within the report are:

1. Councils should have clear policies in place for charges and concessions, which should be regularly reviewed
2. Councillors should take the lead role in determining charging policies and should be involved in and consulted over the charges and concessions
3. Charges can be used to influence behaviour to help meet Council objectives. They should not be seen solely as a means to generate income
4. Councils should improve their use of cost information including unit costs in order to understand the extent of cost recovery

-
5. Councils should be aware of the significant variances in charges between Councils.
 6. Councils should consider charging as part of overall financial management, understanding the contribution that charges make to the overall financial position and the extent to which any services are subsidised
- 2.4 Committee should note that charging for services is part of the Councils workstream savings programme and progress has been made in benchmarking current and proposed charges. This will be taken into account when making recommendations for potential increases in charges during 2014.

3.0 RECOMMENDATIONS

- 3.1 That the Committee note the issues raised in the report, attached as Appendix 1.
- 3.2 That Committee approve the action plan attached at Appendix 2.
- 3.3 That the Committee note that a progress report on the implementation of the action plan will be monitored by the Officer in Charging Group with an update submitted to Committee as part of the 2015/16 budget.

Alan Puckrin
Acting Corporate Director
Environment, Regeneration & Resources

4.0 BACKGROUND

4.1 This report is the sixth in the series “How Councils Work; are you getting right?” publications by the Accounts by the Accounts Commission and looks at Charging for services; are you getting it right? The document (Appendix 1) is split into 3 parts and covers:

1. Why charges are important
2. Managing charges
3. Cycle for managing charges

5.0 KEY MESSAGES

5.1 Why Charges are Important - Identifies that charges are an important source of income and are a means to allow Councils to achieve their objectives. Councils have discretion over their charging policy, however there should be a clear basis for charges, providing transparency over charging decisions and ensuring charges are made clear to the public.

5.2 Managing Charges – This section states that charges for services should be consistent with the Council's overall policy aims, that Councillors should take a lead role in determining the policy for charging and concessions. The report recognises that Councils review charging as part of the budget setting process but are beginning to take a more strategic review of charging. Within Inverclyde this is borne out by the work undertaken as part of the charging workstream which not only intends to identify opportunities for increased / new charges but also has undertaken initial work on policies, concessions and benchmarking.

It is also important to understand cost information as well as the views of service users, including their ability to pay in order to effectively manage charges.

5.3 Cycle for Managing Charges – This section set out an 8 stage model approach for managing and reviewing charges;

1. Identify the charge to be reviewed
2. Assess constraints and understand legislation
3. Collect and analyse information
4. Examine options for charges and concessions
5. Consult on proposals
6. Revisit options as appropriate
7. Implement the new charge
8. Monitor and review the impact

5.4 In addition to the 3 sections discussed above, the report also includes two appendices: Questions for Councillors and Questions for Officers and these were used to develop the Action Plan in Appendix 2.

6.0 CONCLUSIONS

6.1 Inverclyde Council has made progress as part of the workstream saving programme. The action plan set out in Appendix 2 will ensure that the Council will meet the good practice set out in the Accounts Commission report. It is proposed that an update report on progress will be presented to Committee in 12 months time.

7.0 IMPLICATIONS

7.1 There are no financial implications directly resulting from this report although the points raised will be factored into the Charging Workstream recommendations to be considered during 2014.

7.2 There are no HR or legal implications arising from this report

8.0 EQUALITIES

8.1 There are no equalities issues arising from this report.

9.0 REPOPULATION

9.1 There are no repopulation issues arising from this report.

10.0 CONSULTATION

10.1 This report has been approved by the Council's, Charging Officer Working Group.

How councils work:
an improvement series for councillors and officers

Charging for services: are you getting it right?

The logo for the Accounts Commission, featuring a stylized 'A' with a checkmark inside a circle.

ACCOUNTS COMMISSION

Prepared by Audit Scotland
October 2013

The Accounts Commission

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

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

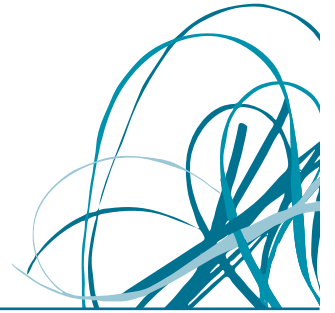
Our work includes:

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

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

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

Contents



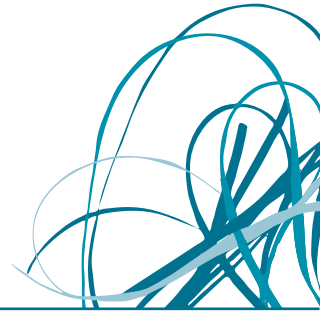
Summary	4
Background	5
Key messages	6
Part 1. Why charges are important	7
Part 2. Managing charges	16
Part 3. Cycle for managing charges	34
Endnotes	35
Appendix 1. Questions for councillors	36
Appendix 2. Questions for officers	37



Exhibit data

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

Summary

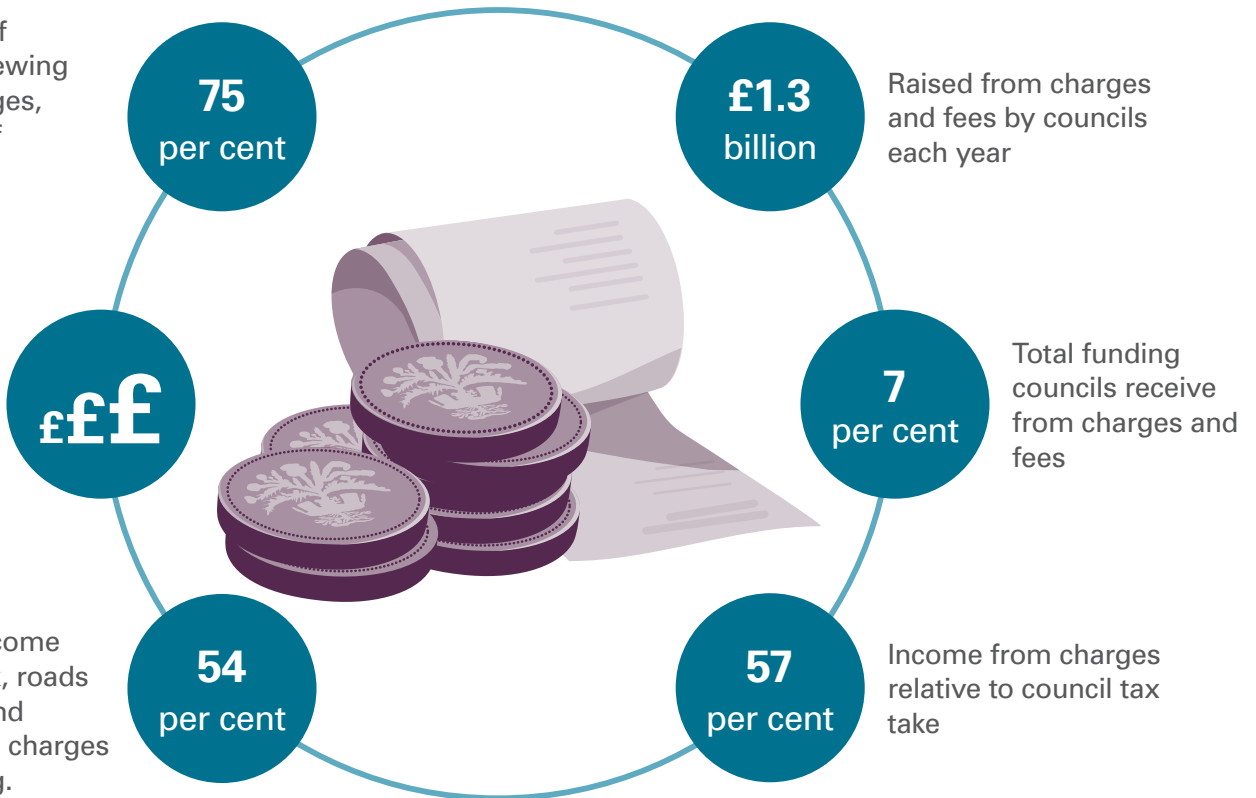


Key facts

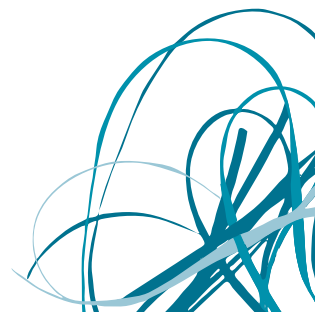
Three-quarters of councils are reviewing their use of charges, but less than half have corporate policies in place

Charges vary according to council policy from free to hundreds of pounds per year

Proportion of income from social work, roads and transport, and 'central services' charges such as licensing.



Background



About our report

1. The Accounts Commission seeks to support developments in Best Value and how to manage resources such as people and finance. We recognise these as components vital to successfully delivering council services. Our 'how councils work' series of reports aims to stimulate change and help councils continue improving their performance. We select topics based on the recurring themes and issues from our Best Value and performance audit work, the work of local auditors and our annual overview report. All our reports are available on our website: www.audit-scotland.gov.uk  Topics to date have included:

- the roles, responsibilities and working relationships of councillors and council officers
- councils' use of arm's-length external organisations (ALEOs)
- the management of costs
- performance management and improvement
- capital project management.

2. Local authority charging is an important issue. While charges for services make up a relatively small part of a council's income, they can be very significant to people who use services. Charges are one of the few ways that are within councils' control to raise income locally.

3. In [Part 1](#) we look more closely at the types of services that councils can charge for. We also look at the contribution charges make to a council's overall budget. This includes information about current practice including variations in charges, and the extent to which councils have clear policies for charging.

4. Charges can influence how people choose to use services. In [Part 2](#) we look at examples of good practice including understanding costs and getting the views of people who use services.

5. [Part 3](#) includes a guide to managing charges, and [Appendix 1](#) and [Appendix 2](#) include checklists for councillors and officers to help them apply good practice.

6. We are grateful to all the councils who responded to our survey, and also to other organisations who we worked with to develop this report including the Convention of Scottish Local Authorities (COSLA), the Improvement Service, and the Society of Local Authority Chief Executives (SOLACE).

charges are
an important
source of
income
over which
councils have
control or
influence

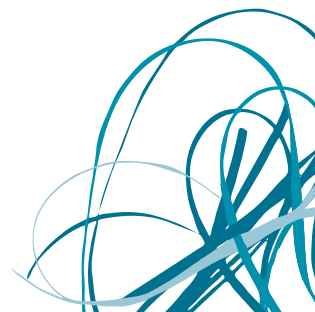
Key messages



- 1** Councils should have clear policies in place for charges and concessions. They should regularly review charges to ensure that they are appropriate and meet their intended objectives.
 - 2** Councillors should take a lead role in determining charging policies. They should be involved and consulted over the design of charges and concessions.
 - 3** Charges can be used to influence behaviour to help meet councils' objectives. They should not be seen solely as a means to generate income.
 - 4** Councils should improve their use of cost information, including unit costs. This is essential for councils to design charges and understand the extent to which they will recover costs.
 - 5** Charges for services vary markedly between councils, reflecting local circumstances and policy priorities. This may be appropriate but councils should be aware of any significant differences in their charges. They should be transparent in how they set charges and be able to explain their charging decisions to the public.
 - 6** Councils should consider charging as part of their overall financial management. Councils should understand the contribution that charges make to their overall financial position, and the extent to which individual services are subsidised. This can help councils to target subsidy to priority areas.
 - 7** Many factors must be taken into account when designing charges. To assist in this, councils should follow the good practice set out in this report. This includes identifying charging options, assessing their impact on services and the people that use them, and making comparisons with other providers.
-

Part 1

Why charges are important



Key messages

- 1** Charges are an important source of income and are a means to help councils achieve their objectives.
- 2** Councils have discretion over their charging policy and variations in charges can be expected. Councils with a clear basis for their charges are better placed to explain their charging decisions.
- 3** The income that councils raise from charges has risen over the last decade and is estimated at some £1.3 billion, or approximately seven per cent of a council's overall expenditure.

Councils use charges to help them meet their policy aims

7. Charges serve a variety of purposes. They bring in a vital source of income to councils and can be used to help councils to deliver services and their policy aims. Councils charge the users of their services through a variety of means. These include:

- charges at the point of sale or admission, eg gyms, galleries, school meals and museums
- fees paid up front for receiving services, eg meals on wheels, licence applications, parking permits, gym membership schemes
- services billed for after they have been provided, eg pest control, statutory repairs
- services where a contribution is paid by the user depending on their eligibility or ability to pay, eg non-residential care services

8. The term 'charging' in this report refers to all these charging methods used by councils. Our report does not specifically refer to housing rents, or to fines issued by councils, although similar principles apply in these areas.

9. Councils use charges to influence behaviours – for example, low gym charges can be used to encourage exercise or car park charges can be introduced to discourage the use of cars in city centres.

charges
should be
made clear to
the public

10. Councils work with limited resources and face continuing financial pressures through increasing costs and demands on services. The Scottish Government funding settlement to local authorities for 2013/14 is £9.9 billion, a decrease of about 2.2 per cent in real terms.¹ Councils are predicting increasing funding gaps. There is therefore an increasing need for councils to examine potential sources of income, including charging more for their services.

11. Charges can be a means to sustain and improve services. They can also be used to bring in new sources of income or be used to help a council to improve the services it offers. In setting charges, councils must take into account the impact on the service user. They must also understand the contribution charges make to their council's overall financial position. Councils should consider charging within their overall plans for how they manage their resources.

12. Our assessment of the Scottish Government local financial returns shows that councils raise over £1.3 billion through charges,² equivalent to over 50 per cent of the amount they raise through council tax.

13. We have used information reported by councils in their local financial returns to the Scottish Government to illustrate broad trends in income from charges. These returns do not provide an accurate figure for the amount that councils raise through direct charges to service users. However, they allow us to compare data over time on a reasonably consistent basis. This information is reported by councils as their total income from sales, fees and charges.

14. The majority of income in this category comes from charges to service users, but it may include other income sources such as charges for services provided on behalf of other councils, or sales of discontinued equipment. It is not possible to separate these miscellaneous sources of income from the figures. The figures do not include income for services provided through trusts or arm's-length companies, as these are treated as separate organisations for accounting purposes. Such organisations are used by councils to different extents in areas such as leisure, property services and, more recently, social care services.

15. We emphasise that the financial information available to us on income from charges is limited. An important message from this report is that councils themselves must ensure that they have good financial information to manage their charges effectively.

Councils must provide some services free of charge, but have discretion to set charges in many areas

16. Councils do not have complete freedom to charge for services. Many council services are provided with no direct charge to the service user. Examples include children's education and street cleaning. Services such as these are funded mainly through taxes.

17. Councils do however have discretion to charge for other services. For example, the service user typically pays for services such as planning consents and building control certificates, the use of sports facilities, licensing and burials and cremations. Councils may also offer price concessions to certain service users based on, for example, their age, employment or financial circumstances.

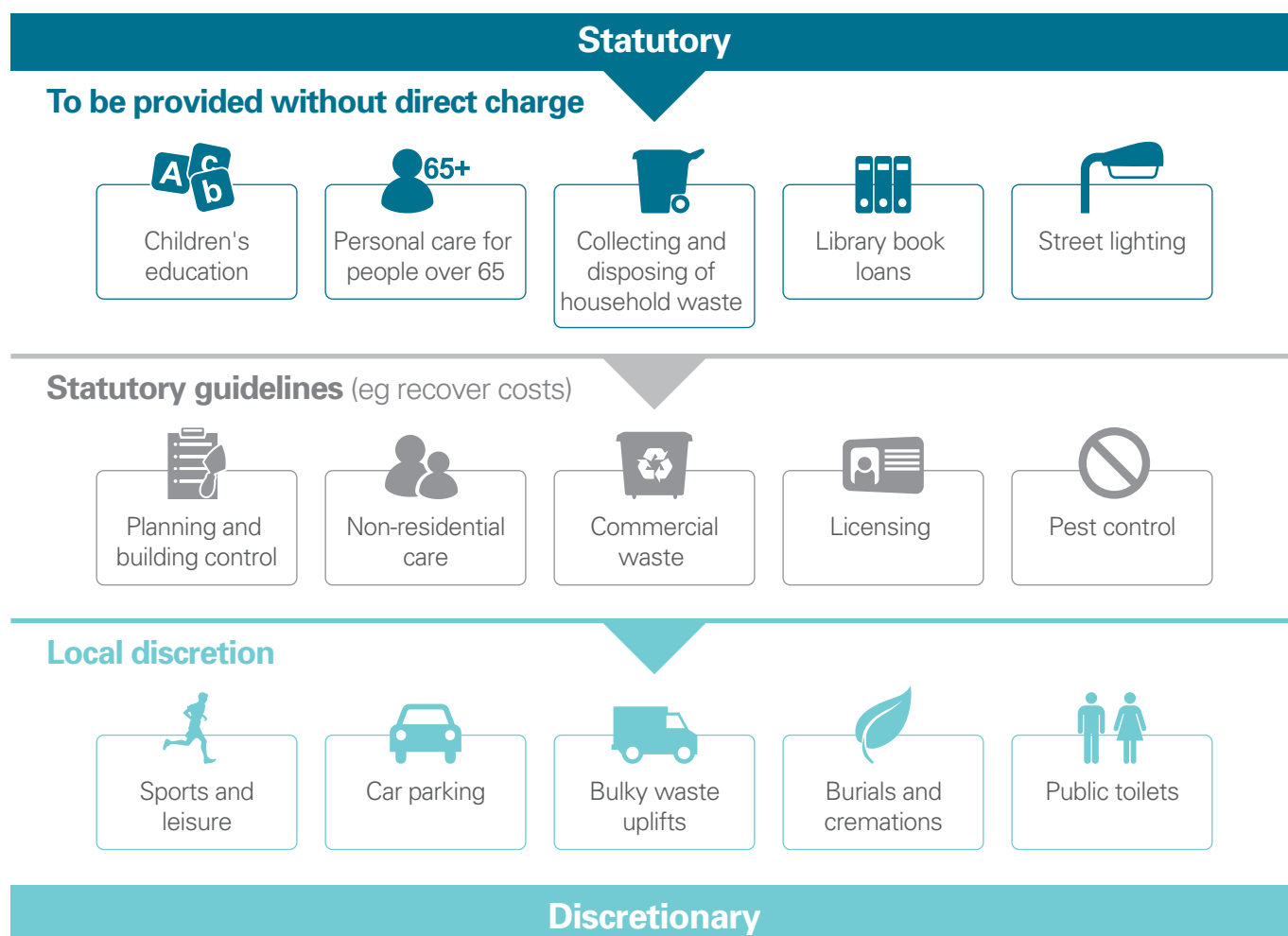
18. Charges are an important area of income over which councils can have direct control. This report focuses on areas where councils have discretion to apply charges.

19. Charges in many areas are subject to legislation and national guidelines. Common principles behind these are that charges should be reasonable, take account of the service user's ability to pay, and should not exceed the cost of providing the service. Examples of how charging legislation applies to different services are shown in [Exhibit 1](#).

Exhibit 1

Examples of charging regimes for services

Charging requirements and legislation vary for different services.



Source: Audit Scotland

20. Legislation and guidelines for charging should be kept under review. This is an area the Scottish Government may wish to consider to ensure that statutory charges remain appropriate for the environment in which councils operate.

21. Councils have discretion to subsidise services. Where a service is subsidised public money is used to make a contribution to part of the costs of providing the service. Subsidy applies to the service as a whole and is not targeted to a particular social group. Councils can also apply concessions through reduced fees and charges to certain groups, for example to encourage equal access to services.

22. Charges for public sector services generally cover the costs of providing them and are not intended to generate income. Where charges generate a profit or surplus, this is normally reinvested in the service. Parking is an example of this, where any surplus income from charges and fines is reinvested in related services. In the case of charitable trusts, any surplus is reinvested in the activities of the trust.

23. In certain circumstances, councils and their associated organisations may be able to trade in the open market, applying commercial rates to generate some profit. For example, many councils have set up arm's-length companies to undertake activities such as property development and facilities management services.

Councils generated over £1.3 billion from charges in 2012/13

24. Information reported by councils in their annual Scottish Government financial returns indicates that they raise over £1.3 billion a year through charges, accounting for 7.4 per cent of councils' total revenue. The proportion of income from charges rose from 5.6 per cent in 2003/04³ to 7.4 per cent in 2013. The implementation of the council tax freeze in 2007/08 altered the relative proportion of councils' income from charges.

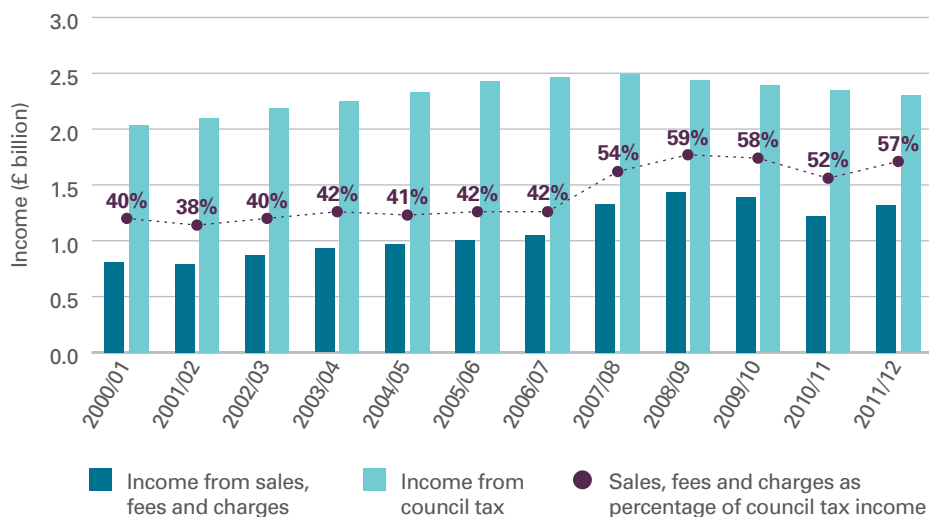
25. Income from charges now equates to over half of the income raised through council tax, having risen from about 40 per cent in 2003 to 57 per cent in 2013.

Exhibit 2 shows how this proportion has changed over the last ten years.

Exhibit 2

Income from sales, fees and charges compared to income from council tax (shown in 2011/12 prices)

Income from charges is increasing, while income from council tax has declined in real terms.



Note: Figures adjusted in real terms to 2012.

Source: Audit Scotland and Scottish Government Local Financial Returns

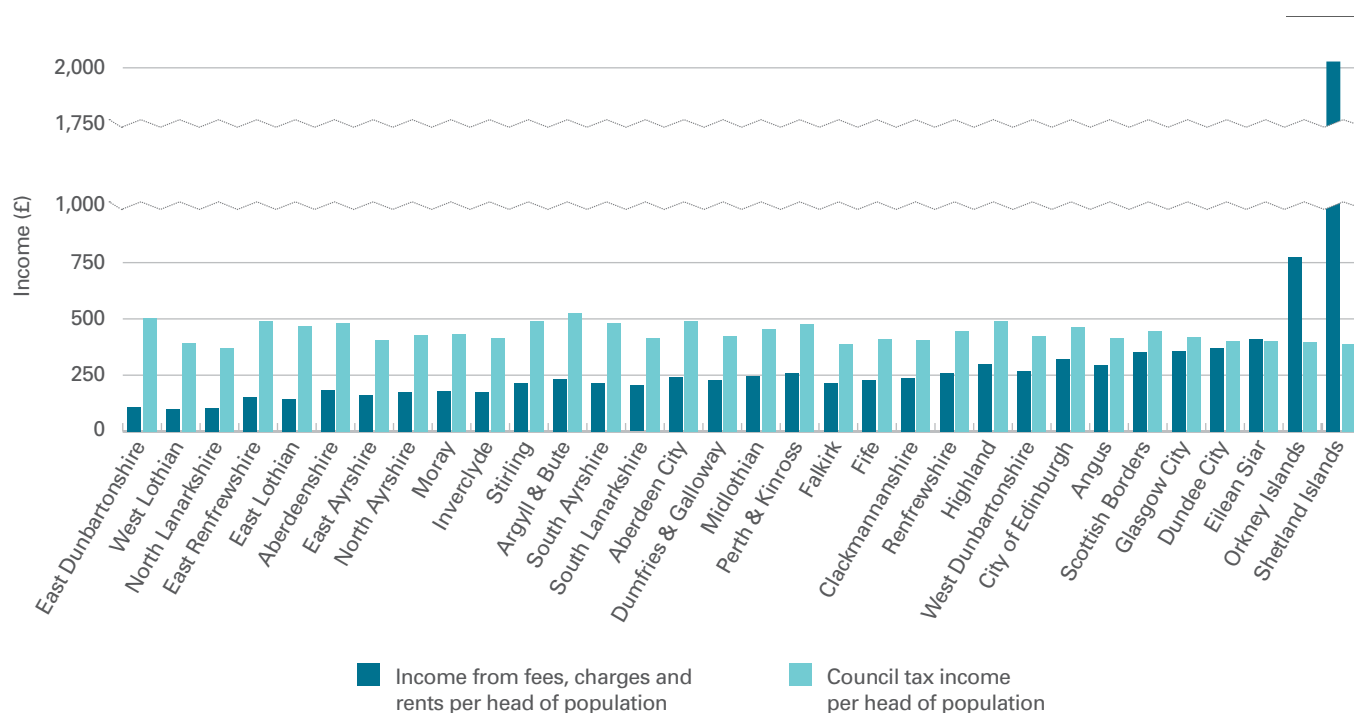


26. Exhibit 3 compares income from sales, fees and charges with income raised through council tax. This shows a large variation in the amount that councils raise from charges. Income from charges as a proportion of council tax ranges from a low of 22 per cent in East Dunbartonshire to a high of over 500 per cent in the Shetland Islands.

Exhibit 3

Councils' per capita income from sales, fees and charges, compared to income from council tax

The amount councils raise through charges varies significantly.



Source: Audit Scotland and Scottish Government Local Financial Returns



27. Councils are therefore using charges to supplement the income they raise locally through council tax to varying degrees. The reasons for this variation are not clear, and there is no clear relationship between the levels of council tax and charges levied by councils. The variations are likely to be due to a combination of councils' charging policies and other local factors. For example, cities may be able to raise more charges from their business and tourism base. Similarly, Shetland Islands Council and, to a lesser extent, Orkney Islands Council and Comhairle nan Eilean Siar (Western Isles Council), generate significant private sector income from their harbour activities including essential ferry services and in the case of Shetland, oil-related revenue. This results in their comparatively high income levels from charges.

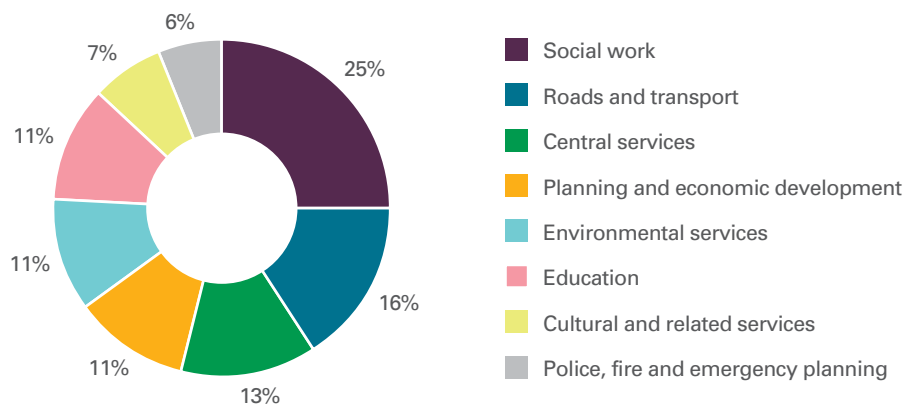
28. As part of good financial management and planning, councils should understand the contribution that charges make to their overall financial position. They should also be aware of how this compares with other councils.

29. Councils apply charges across a wide range of services. [Exhibit 4](#) shows the services that generate most income from charges. Social work, roads and transportation, and central services make up the highest levels of income. Within social work, older peoples' services make up the majority of income, followed by services for people with learning disabilities. Income from roads and transport charges comes mainly from parking, and roads maintenance work. Within central services, charging income comes from activities such as licensing and registering births, deaths and marriages.

Exhibit 4

Income from sales, fees and charges by service area

Social work, roads and transport, and central services (such as licensing) together raise over 50 per cent of income from charges.



Source: Audit Scotland

Charges vary between councils

30. Legislation and guidance sets out how councils can apply charges, but councils have discretion to set charges in many areas. Legislation prohibits charging altogether in certain areas such as children's education. In other areas, legislation sets out broad principles but its application may vary between councils, for example in the way councils determine what constitutes a reasonable charge. Local differences such as the nature of the services provided and the actual costs involved in providing them will also affect councils' charges.

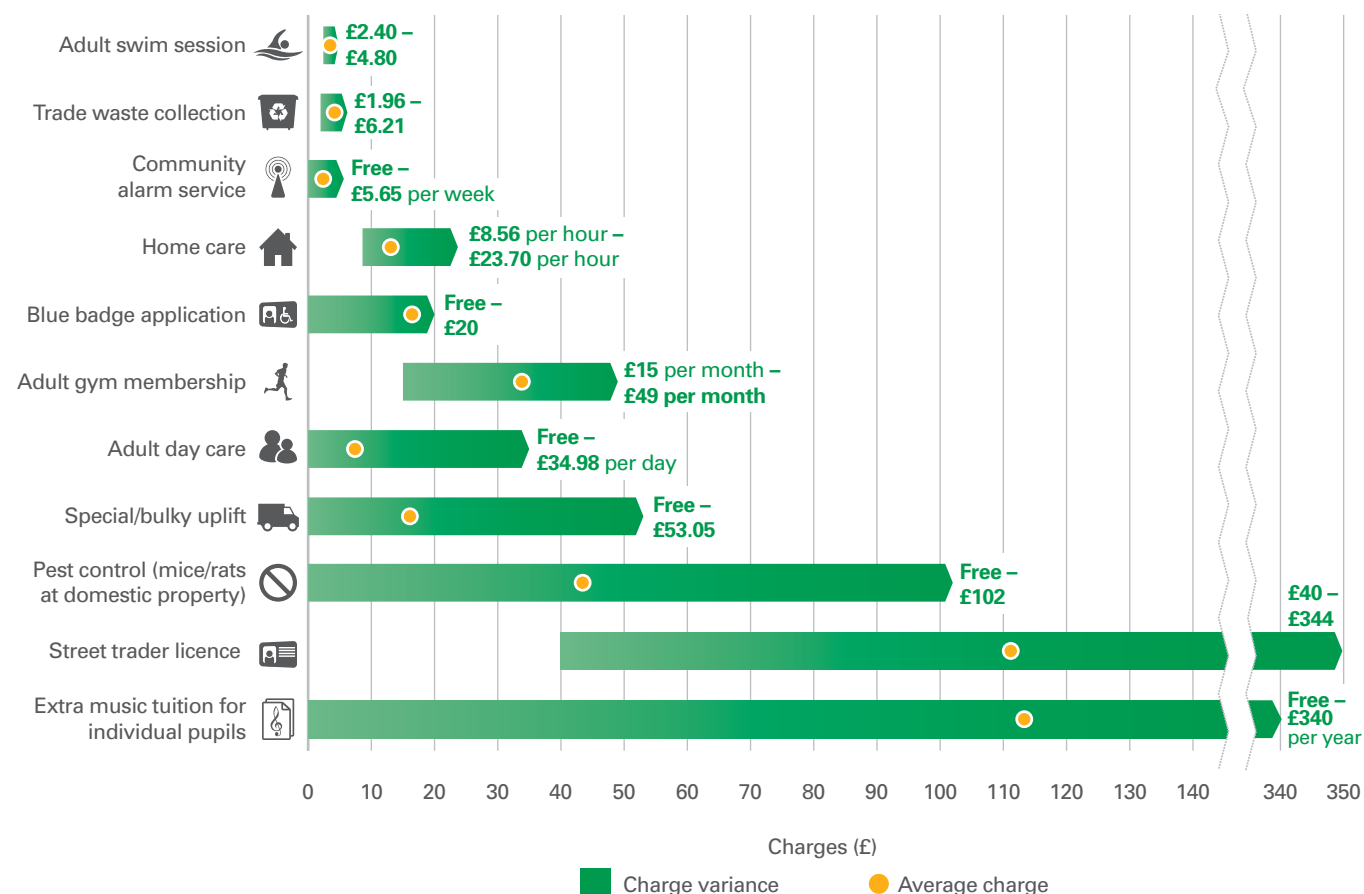
31. As locally elected bodies it can be expected that councils' charging policies will differ. Service users, however may perceive variations in charges for similar services as inconsistent, confusing, or unfair. This may be particularly the case where some councils charge for a service and others do not. Also, the public may be less assured about charges with no clear basis or that are simply set at historical levels.

32. Some users will be more aware of differences in charges. Businesses, for example, may deal with several councils and find different approaches for commonly used services such as commercial waste disposal, scaffold permits and licensing. [Exhibit 5 \(page 13\)](#) shows how charges vary between councils across a sample of services.

Exhibit 5

Variation in charges for a sample of services provided by councils

Charges vary significantly across councils.



Note: Shows range of charges across sample sizes ranging from 16 to all 32 councils. Charges reflect, as far as possible, similar terms of service and exclude concessions and off-peak reductions. In areas where means testing applies, such as adult social care, the charge shown is the total service charge and does not necessarily reflect the amount any individual service user will pay.

Source: Audit Scotland



33. There can be significant variation in charges. The cumulative effect of these on a household receiving a variety of services could be significant and amount to hundreds of pounds a year. However, it is often difficult to compare charges across councils. The variation in charges between different councils is not always clear from simply looking at the stated prices.

34. For example, [Exhibit 5](#) shows that the charge for individual music tuition⁴ varies from being provided free (Dundee City Council, City of Edinburgh Council, Comhairle nan Eilean Siar, Glasgow City Council, Orkney Islands Council, South Ayrshire Council and West Lothian Council) to £340 per year (Aberdeen City Council). However, the service being provided also varies between councils, with the number of lessons ranging from 28 to 40; lesson duration ranging from 25 minutes to an hour; and some councils providing free use of equipment while others charge a hire fee. The Scottish Government published a review of school music tuition in June 2013.⁵

35. The variation in costs for adult day care services is also more complex than the difference in the core fee suggests. For example, some councils include costs for meals and transportation while others charge an extra cost to the user.

36. Councils should be transparent in their use of charges. It is good practice for councils to set out clear charging schedules so that the public are aware of what services they need to pay for and how much they will cost. Some councils make such information clearly available on their websites and also at the point of service delivery, for example through customer service standards and leaflets. [Exhibit 6](#) shows how Clackmannanshire Council gives a clear overview of its overall policy for community care charges.

Exhibit 6

Community care charging policy

Charges fall into one of three categories.



Free services

- Personal care over age 65
- Minor adaptations
- Equipment to assist with daily living
- Mobile emergency care service
- Day care
- All services to children are currently free



Services charged according to ability to pay

- Homecare
- Residential care
- Nursing homecare
- Major adaptations to property



Fixed charge services

- Meals provided at home and at day centres
- Respite care

Councils should have a clear basis for their charges

37. Ultimately, each council must set its charges in the context of its wider service objectives. However, councils should be aware of practice elsewhere to help set their charges. They should compare their charges with other providers and make use of national and other benchmarking approaches. This does not mean simply mirroring charges elsewhere, because local circumstances may vary. However, councils should be aware of any unexplained inconsistencies and be able to explain why their charging policy differs.

38. We found that most councils use benchmarking to compare their charges across services and with other councils and providers. This allows them to identify any significant variations and take these into account when setting their charges. Councils should be able to explain any significant variations in charging, for example because of differences in costs, service quality or policy.

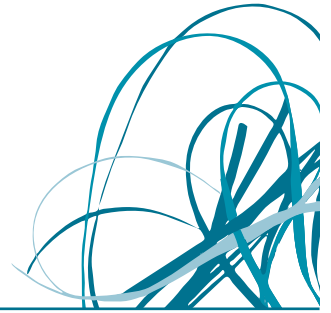
39. At a national level, organisations including the Association of Public Sector Excellence (APSE), The Chartered Institute of Public Finance and Accountancy (CIPFA), COSLA, the Improvement Service, and SOLACE are all involved in benchmarking charges for services. Our survey found that councils also use the COSLA/Association of Directors of Social Work (ADSW) non-residential social care charging survey which is completed annually and circulated around all authorities.

40. Benchmarking is often triggered by the annual budget process or individual service reviews. We found some councils had undertaken major, one-off reviews of charging or income across the council. Some were using benchmarking to identify charges that were significantly lower than those elsewhere as part of initiatives to identify new sources of income.

41. Councils have found benchmarking difficult because of the wide range of charges applied, and variations in the services delivered. Some also reported that the range of different providers also makes benchmarking difficult. For example, sports and leisure is often provided through diverse organisations including councils, charitable trusts, arm's-length companies and the private sector. However, it is important that councils find ways to benchmark their charges. We found that some councils had compared charges across public, private and third sector providers in areas such as crematoria, social care, waste management, and sports and leisure.

Part 2

Managing charges



Key messages

- 1** Charges for services should be consistent with councils' overall policy aims. Few councils have corporate policies specifying the circumstances in which charges and concessions should be applied, but most have policies in place for individual services.
- 2** Councillors approve charges through the budget-setting process, but should take a stronger role in determining policies for charges and concessions.
- 3** Councils have tended to review charging as part of their annual budget-setting cycle, but are beginning to undertake more strategic reviews of charging.
- 4** Good financial information is essential to manage charges effectively. The availability of cost information in councils is limited. Many factors must be taken into account when designing charges. Councils must also understand the views of people who use services, including their ability to pay.

Charges should be part of a council's financial and resource planning

- 42.** Many factors must be taken into account when deciding how to apply charges. In some councils, charging decisions have been made late in their budget-setting process. With a more structured approach, however, councils are better able to take informed decisions on charges that are consistent with their policy aims.
- 43.** Councils should be clear on their overall objectives for charging and have guiding principles in place. They should also understand the legislative context, the views of users and other stakeholders, and the likely impact of charges on service uptake and income. Councils should consider how to introduce new or increased charges. It is often prudent to phase in charges over a period.
- 44.** It is important to monitor and review the impact of charging decisions. Where pricing aims to achieve a policy aim it is important to monitor whether this has been achieved in practice. This should include identifying any unintended consequences of pricing decisions such as people withdrawing from services. For example, initiatives to increase participation in exercise or to encourage healthy eating for school children could be affected by price increases.

councillors have a lead role, and should be aware of costs, comparisons, and the views of service users

45. Councils should periodically review their overall approach to charging and concessions. As part of this they should assess the impact of charging arrangements and ensure that service charges comply with corporate guidelines.

46. The following bullets set out a framework for managing charges. This is not intended to be a prescriptive process for councils to follow, but sets out some of the important stages that councils are applying in practice. The following sections of this report expand on the main elements within this framework.

- Ensure councillors take a lead role in setting aims and priorities for charges and concessions.
- Adopt clear corporate principles and service objectives for how charges and concessions are applied.
- Understand the costs of providing services, including unit costs, subsidy, and the costs of collecting charges.
- Consult service users, community planning partners, residents and other stakeholders over proposed charges.
- Keep services under review to ensure that charges are appropriate and align with service and corporate objectives.
- Design charges to take into account the views of users and the potential impact on uptake and income.
- Design concessions that target priority groups and are consistently applied across services.

47. [Part 3](#) includes an overall cycle for managing charges exhibit and [Appendix 1](#) and [Appendix 2](#) provide supporting checklists for councillors and officers.

Councillors should take a lead role in setting charges

48. Charges are an important means for councils to sustain services and to help meet their policy aims. Councillors should provide strong leadership and direction over charges. They should be aware of the impact of charges on the services they are responsible for, and be actively involved in charging decisions. Councillors have an important role in representing their constituents and should be consulted over charges along with users and other stakeholders.

49. Officers should provide councillors with clear financial information on the contribution charges make to a service. Councillors should also be made aware of the sensitivities of how pricing influences service uptake in particular services.

50. Councillors should be aware of their council's overall financial position. This requires a clear understanding of costs, subsidy levels and the contribution of charges. Councils have limited money to subsidise services. By having a clear understanding of the costs of services and the extent to which they are subsidised, councillors can ensure that any subsidy is channelled to priority areas.

51. Without this, there is a risk that councils are subsidising services where it would be reasonable to charge the service user more. Alternatively they may not be targeting subsidy to areas where people are struggling to afford services that are essential to them.

52. Typically councillors are involved in charging decisions through the budget-setting process and through service committees. This tends to be mostly where there are proposed changes to charges or charging policies.

53. There is scope for councils to involve councillors more closely in setting charges. We found limited evidence of councillors being involved in charging outside of committee. By involving councillors, charging proposals can be closely aligned with the council's priorities. For example, North Lanarkshire Council had involved councillors in an option appraisal and challenge process with senior officers. This was used to assess charging proposals, including their impact on services, client groups, savings targets and strategic priorities.

Charges should be set within a clear corporate policy framework

54. Charges should not be set in isolation. Any decision to vary or introduce charges should take into account the council's priorities and financial objectives. Councils can benefit from having a systematic approach to setting charges. This means having clear policies for how and when charges are to be used. These include corporate policies setting out council-wide principles for charging, and also departmental policies setting out objectives for individual services.

55. Some councils have developed registers of charges setting out current charges, the annual adjustments to the charge, and their charging basis, for example to recover costs. These help councils to monitor their overall approach to charging and take a consistent approach across services. Councils should consider concessions as part of their charging schemes. Policies for charging and for concessions should be consistent and integrated.

56. Councils should decide what services it is appropriate to charge for and what the objective of the charge is. Where services benefit the entire community, councils tend to fund them principally through taxation. This is often more efficient than attempting to charge service users directly. Councils are more likely to apply charges where services provide direct benefits to identifiable groups. Here services will typically be funded jointly through taxation and user charges.

57. Some councils apply punitive charges or fines where they need to provide services in response to behaviours that cause negative effects to the community or individuals. Here, charges are funded as much as possible from users. Dog control is an example of this.

58. [What we found – 1 \(page 19\)](#) indicates how the Highland Council applies its charging principles across all services. The policy helps to ensure that charging reviews as part of the council's budget-setting process reflect common corporate principles. The council's finance service is responsible for managing the application of this policy.

59. [What we found – 2 \(page 20\)](#) shows how a West Midlands council has set out a wide range of charging requirements under three guiding principles of viability, fairness and consistency. This illustrates the link between a council's policies for charging and concessions.

What we found – 1



Highland Council – corporate charging policy excerpt

The policy sets out fundamental principles for charging:

- All services must adhere to this policy and the principles outlined here. Any exceptions must have committee approval.
- The Corporate Charging Policy is designed to create a consistent approach to charging across council services and each service director is responsible for applying it.
- How fees and charges are used can have a positive impact on service delivery and therefore should not be automatically considered detrimental or controversial.
- The reason for levying a charge, and the basis on which the charge should be levied, should be transparent and must be considered against the council's corporate objectives. Charges should first and foremost be in accordance with legislative or regulatory requirements and be set to deliver policy objectives. Where appropriate, they may also be used as a means to generate income.

Source: The Highland Council

Most councils only have charging policies for individual services

60. Corporate charging guidelines would make councils better placed to make charging decisions that are consistent with their policy aims. In 1998 the Accounts Commission found that less than one-quarter of Scottish councils had established corporate principles for charges.⁶ Our 2013 survey of Scottish councils indicates only a slight improvement.⁷ Only nine out of 23 councils who responded to our survey said they had a corporate or council-wide policy in place for charging.

61. We found that most councils do, however, have charging policies for individual services. These were often approved by the relevant committees, with service directors being responsible for ensuring that they are followed. Clackmannanshire Council's community care charging policy is an example, as noted in [Exhibit 6 \(page 14\)](#).

Councils should be able to provide clear information on service costs and subsidies

62. Setting charges for services can be a complex exercise and needs to take into account many factors. Most crucially, councils should understand the full costs involved in delivering the service, including overhead costs and the costs of related services. Only then can they understand the contribution that charges are likely to make in recovering these costs.

63. For some services, charges may be set at historical levels and may not have been reviewed for some time. In other areas, councils may have reviewed

charges to reflect the actual costs of providing the service, or to reflect market rates. Councils should also take into account the public perceptions of what makes a reasonable charge.

What we found – 2



Sandwell Council – guiding principles for setting fees and charges

This council sets its core principles for charging as viability, fairness and consistency.

Viability	Fairness	Consistency
The council will aim to achieve an appropriate level of income from fees and charges by ensuring that charges to users reflect the full cost of the service provision, unless otherwise required.	Fees and charges should be set at a level that is fair to users and council tax payers. Services received by commercial organisations should always pay the full cost, unless otherwise required, and concessions should be available to groups determined by the council as being unable to pay the full charge.	Concessions for target groups should be consistent across the authority's services in terms of who is eligible.
The decision to subsidise a service by either not charging for it at all or by charging at less than full cost should be a conscious choice, not an accident of history.	Significant price increases should be phased in over time to reduce the impact on service users.	Charges for similar services or activities should be consistent across the authority.
Charging levels should take account of market demand, competition from other service providers and comparisons with charges made by other comparable local authorities.	A tough stance should be taken on fee dodging so that other users do not pay more to compensate for non-payers.	Decisions about whether and how much to charge should be consistent with the achievement of customer outcomes and council strategies.

Source: Sandwell Council

64. Councils will also need to consider what costs charges are intended to cover. This may vary from full cost recovery to a percentage of costs, or marginal costs.⁸

65. Councils need to consider which pricing structures to apply. Three broad approaches are set out below. These should all be considered before deciding how to design a charge.

- Cost-based pricing – to recover all or a proportion of the costs of providing the service.
- Competition-based pricing – to reflect market rates.
- Demand-based pricing – to promote, or to control and limit uptake.

66. The basis for calculating costs may vary between councils, for example, the extent to which they include overhead costs such as building costs and central services such as information technology and human resources. Councils must identify and include all relevant costs. This is particularly important to help councils compare their costs and to report financial information publicly.

67. By identifying the full costs involved in delivering services, councils can then understand the extent to which charges recover costs. This is important if councils are to demonstrate that charges are reasonable and reflect the actual costs of delivery. It also allows them to understand the extent to which public money is used to subsidise services.

68. Good financial management is essential for councils to get charging right. Our 'how councils work' report on using cost information stressed the importance of management accounting.⁹ Financial accounting tends to focus on the past and is used mainly to prepare annual financial statements. Management accounting is more forward-looking. It involves using current financial information to plan and manage services. This is the type of information that is important to understand and manage the impact of charges on services.

69. We have found that the use of cost information is relatively underdeveloped across councils. For example, performance management reports to committees often focus on service quality or uptake, but lack cost information. This can make it difficult for councillors to make informed decisions as to what level to set charges. It also makes it difficult for them to take strategic decisions on how they should make the best use of their limited resources to subsidise services.

70. Our 2012 'how councils work' report on using cost information emphasises the need to understand 'unit costs'. Unit costs are particularly useful when setting charges as they can help to identify the costs of the discrete activities the service user is paying for. Calculating unit costs involves identifying a suitable costing basis such as the cost per transaction, or the cost per visit. As part of this, overheads and other 'fixed' costs such as building costs need to be factored in, as do 'variable' costs such as staff time, materials and other expenses. Costs are then apportioned to the activity in question.

71. Stirling Council examined its burial and crematorium costs. This involved detailed task analysis and cost calculations to establish full-cost recovery for this service, [What we found – 3](#).

What we found – 3



Stirling Council used activity-based costing to identify the full costs of the service

Stirling Council examined the income it receives from fees and charges as part of its financial planning process. It reviewed its burial service charges as part of this. The council's charges for this service had been set at historic levels and had not been reviewed for some time.

The council allocates all services for which it charges into categories: no charge, subsidised, full-cost recovery, income generating or statutory charges. The burials service is categorised as a full-cost recovery service.

The council used activity-based costing to understand the actual cost of providing the service. This showed that the council was subsidising the service significantly more than it had anticipated.

Activity-based costing involved identifying all the key steps involved and their associated costs. To cost activities, the council identified direct costs, such as staff time, and indirect costs, such as property costs, management costs, and support functions such as IT. The council used time-recording information, transactions and uptake data, and meetings with staff to gather the cost information. The activity-based costing exercise also highlighted activities not previously recognised as part of the service such as permit costs for stone masons.

The review gave councillors clear information on the service costs, charges, and how these compared to other providers. This allowed them to fully understand the financial implications of charging options. The council decided to move to full-cost recovery for most aspects of the service. The new charges were to be phased in to manage the impact on residents.

Source: Audit Scotland and Stirling Council

It is vital to understand the views of people who use services

72. Consultation is vital to understand the particular needs of service users. This includes talking to service users and other stakeholders such as residents and tax payers. Councils are consulting residents over charges as part of their annual budget-setting, and are inviting customer-satisfaction feedback, including complaints. Councils with good processes for monitoring service uptake and customer satisfaction have a valuable source of information to support their charging decisions.

73. We found that councils are using a variety of means to talk to the users. For example, in social care services, councils are consulting both service users and staff to gather their views on the service, their ability to pay, and the likely impact of welfare reform [Exhibit 8 \(page 29\)](#). Equalities-impact assessments should be considered as part of any significant charging decision to gauge how charges are likely to affect minority or disadvantaged groups.

74. Councillors, community councils, and voluntary or third sector organisations provide a useful sounding board for the likely impact of charges. It is also important that councils take into account the perspective of businesses, especially where private sector companies use services across different council areas.

75. Councils should also gather benchmarking information and comparisons with charges elsewhere. In some cases councils have realised that people are prepared to pay more for better services, such as secure car parking, or improved sports facilities. Councils can make more effective charging decisions when they consult with service users. For example, East Renfrewshire Council had consulted a theatre users' group over its charges for theatre lets. This group was not able to pay in advance so the council agreed to take payment once the theatre group had received its ticket sales income.

76. Councils are increasingly delivering services in partnership through community planning and other joint working across organisations. There is scope for councils and their partners to make greater use of community planning as a means to discuss and develop charging proposals.

Councils are reviewing how they use charges

77. We were encouraged to find that about three-quarters of councils who responded to our survey had conducted reviews of charging across their organisation. This shows that they recognise charging as an important area in its own right. [What we found – 4 \(page 24\)](#) summarises some of the types of corporate review activity we found.

78. Some have undertaken corporate reviews to help set a consistent approach to charging across services. In many cases the annual budget process has triggered reviews of charges. This is of course a practical consideration where councils face financial pressures. But it is important that decisions on charges are not taken in isolation.

79. Most councils have also reviewed charges in specific services within the last three years. Some councils have a systematic approach to doing this. East Renfrewshire Council has a rolling programme to review significant charging areas [Case study 1 \(page 24\)](#).

80. Councils' overall objectives for individual reviews into charging varied. Many cited generating income from new or increased charges as their main objective. Councils often applied wider aims where services are essential to people's wellbeing. Here cost recovery was seen to be a more appropriate aim than generating income. Examples of such services include social care and burials and cremations. In the case of social care, the ability of the service user to pay was an important factor in designing charges and concessions. [What we found – 5 \(page 25\)](#) summarises some of the service areas councils have examined, including the review objectives.

Many factors must be taken into account when setting charges

81. As well as contributing to income, charges are used to encourage certain behaviours to help meet service and corporate objectives – for example, to encourage equal access to services such as sports facilities, or to ensure that those who can afford to pay for services do so. Where charges are used to

influence behaviours it is important to monitor whether this has been achieved in practice. Some charges may result in unintended consequences. As an example, charges for special or bulky waste uplifts may lead to more fly tipping causing environmental damage and clear-up costs for councils.

What we found – 4



Progress in corporate reviews of charging

Our survey of Scottish councils found the following:

- Council-wide reviews to set a framework for charging to identify the extent of cost recovery or income generation across all services.
- Joint reviews with other councils to allow comparisons and consistency in charging practice.
- Reviews of individual services to check compliance against existing corporate charging policy.
- Prioritisation exercises to target reviews in certain service areas.
- Overall income reviews as part of the annual budget process.
- A basic annual uplift of charges as part of the budget process.
- Council-wide reviews of concessions to ensure their consistent application.

Source: Audit Scotland

Case study 1

The service charge review programme in East Renfrewshire

Example of a structured approach to reviews.

The council has a rolling three-year programme of service charge reviews. This requires major charging areas to fully cost the services they provide at least once in each three-year period. Charges are calculated on an appropriate basis such as full-cost recovery, part-cost recovery, or contribution to revenue. This allows councillors to consider levels of service subsidy. In the interim two years, charges are adjusted according to the annual uprating guidance issued by the director of finance. This includes taking into account the impact of price changes on demand levels and competitor prices.

Source: East Renfrewshire Council

What we found – 5



Councils' reviews of charges and their objectives

The objectives of reviews depends on the services in question.

Charging review area	Main objectives cited by councils
Aids and adaptations	Remove charges Increase uptake
Bulky waste uplifts	Reduce subsidy Encourage efficient use of the service
Cemeteries and burials	Reduce subsidy Achieve full-cost recovery Improve facilities
Childcare	Increase income Create parity with other public provision
Ferry services, licensing, school buses, trade waste, pest control	Generate income
Individual music tuition	Expand and invest in the service Increase income
Non-residential social care (see Exhibit 8)	Fairness, consistency, transparency Reduce subsidy Consider impact of Welfare Reform and Self-Directed Support
Parking charges	Support the transport strategy Generate income
School meals	Cost recovery (to cover increased food costs) Generate income
Special schools	Benchmark charges
Sports and leisure	Generate income Increase uptake/target user groups Standardise charges and concessions

Source: Audit Scotland survey of Scottish councils 2013

82. It is good practice to monitor the impact of charges both on the uptake of the service, and on the overall financial position of the service. When designing charges many factors must be taken into account. [Exhibit 7](#) highlights a range of issues that councils should consider.

Exhibit 7

Issues to consider when designing charges

Collect and analyse service information including:

- Who uses the service/who is the service targeted at?
- What charges and concessions apply?
- What is the financial position, including subsidy?
- What are the unit costs?
- What is the uptake, and service standards?
- When is the service used – peaks and troughs?
- How satisfied are service users?
- Is there scope to generate further income?
- What is the alternative to charging?
- What has been the impact of previous charging decisions?

Examine options for different levels of charging and concessions, referring to corporate guidelines, including:

- Assess the impact on service users and uptake, considering the sustainability of the proposals.
- Forecast demand and income.
- Assess the impact around equalities and accessibility.

Source: Audit Scotland

83. As an alternative to increasing charges, councils should also consider whether there is scope to reduce the costs of delivering the service, for example by redesigning or re-tendering aspects of it. A council that continuously reviews its activities will be better placed to find efficiencies without having to pass costs on to the end user.

84. Case study 2 (page 27) gives an example of how the Comhairle nam Eilean Siar (Western Isles Council) examined charges for its sports and leisure service. By reducing prices the council managed to increase income and at the same time support its policy aim to encourage people's participation in exercise.

Councils are making greater use of charges to offset financial pressures

85. In planning their budgets, councils are considering various options to reduce costs or generate income. As part of this work, some councils have stated that some free-of-charge services are no longer viable.

86. At the time of our survey in July 2013, a number of respondents were reviewing non-residential social work charges. This is a complex area and many factors must be taken into account. Demographic changes are leading to growing demand for services such as older peoples' care.¹⁰ At the same time councils are facing continuing financial pressures. Budget and demand pressures have led some councils to introduce charges for services that were previously delivered free of charge.

Case study 2

Comhairle nan Eilean Siar (Western Isles Council): Slàinte Mhath Scheme Reducing charges can increase service uptake and generate more income.

Slàinte Mhath, which is Gaelic for 'good health', is a reduced price access scheme for the comhairle's sports facilities. Launched in January 2010, the scheme gives members access to all sports facilities, including pools and classes, across the islands.

Before the scheme started, the cost of membership was more than double its current price. Individual and corporate memberships were available but their cost meant low uptake. The comhairle had identified that sports participation levels were decreasing and that some health indicators, especially heart disease and obesity levels, were worsening.

The comhairle launched the scheme with the aim of increasing participation in physical activities and supporting long-term health improvements. The scheme aims to make membership attractive to the local population while keeping prices reasonable for the casual user or visitor.

Memberships are available in two main categories: families at £20 per month and individuals at £15 per month. There are also concession rates available for those over 60, in full-time education and those receiving qualifying benefits (£10 per month for individuals and £15 for families). Pay-as-you-go prices have increased but still remain within sportscotland's national guidelines.

By March 2013, the scheme had about 5,000 individual participants. This is about 30 per cent of the island's population under 70 years of age. The scheme resulted in a 30 per cent increase in the use of sports facilities. There has also been a similar percentage increase in the income generated. Since the launch of the scheme, income has increased by about £100,000, reducing the overall service cost to the comhairle.

Source: Audit Scotland and Comhairle nan Eilean Siar

87. Many councils are looking at options to increase income from charges. There is a danger, however, that by increasing charges, councils may actually lose income by pricing people out of the market.

88. Councils must consider the ability and willingness of service users to pay. This is particularly important for services that people rely on as part of their daily lives, such as homecare for people with disabilities, and meals on wheels.

89. Many councils have reviewed their non-residential care charging policies or are planning to do so. Almost 40 per cent of councils' social care spending is non-residential services for adults and older people. This includes homecare, day care, meals on wheels and community alarms.

90. With a projected 82 per cent increase in the population aged over 75 between 2010 and 2035, this is an area facing particular pressures, including rising demand and pressure on capacity. Current policy changes, will also significantly impact on this service area. These include the integration of health and social care services, welfare reform, the move to greater personalisation of services, which includes self-directed support, and the focus on earlier and more localised provision of care.

91. Some of the councils we spoke to are planning to carry out wider financial assessments of service users and have already put planning groups in place to progress this. This is partly in response to legislative changes that could have a potential impact on people's disposable income such as welfare reform.

[Exhibit 8 \(page 29\)](#) outlines some of the challenges faced by councils in this important area.

Concessions are an important part of charging

92. Concessions are a means for councils to offer discounted fees and prices to particular individuals or groups, without having to limit standard charges. This can help councils to achieve their policy aims, for example to promote social inclusion by encouraging minority or harder-to-reach groups to use services. Charging and concessions should be considered together when designing pricing structures for a service.

93. Some groups are widely recognised by service providers nationally as being eligible for concessions. These include children, people over 60 years, adults on low income, people with a disability and students. Councils have local discretion to set concessions in line with their pricing structures for these groups, and for other groups or service users that they identify as a priority. Examples include the discounted hire of council facilities for various community groups, or the award of concessions to service veterans.

94. There are national schemes in place to improve the management of concessions. Universal benefits cards such as the national entitlement card allow a common means to identify eligibility for benefits. Councils use these schemes to varying degrees for services such as schools catering, libraries and public transport.

95. It is important that councils have a coherent and coordinated approach to concessions. From the user perspective this allows consistency; and from a council perspective it allows subsidy funding to be targeted to priority groups. To achieve this, councils should have corporate principles setting out how they will apply concessions. A good concessions policy will require services to

observe applicable legislation and guidance, and to consider the impact of the concessions. Policies for charging and for concessions should be consistent and integrated. As part of a more strategic approach, councils should also consider how service-users access welfare and other related benefits.

Exhibit 8

Reviewing charges for non-residential social care

Councils face a challenge in balancing the need for financial contributions from clients, with ensuring their welfare and quality of life.

Councils have identified that:

- Charges are increasingly important to sustain social care services.
- They need a clearer understanding of the cost of services and the financial contribution made by service users.
- They need to understand the impact of charging policies on all service user groups.

Examples of review activity we have found include:

- Identifying further areas for service charges. This includes examining the costs of collecting any additional charges, and the likely impact on the take-up of the service.
- Service and finance teams working together to understand service costs including benchmarking how much clients are expected to contribute to their care costs.
- Assessing the impact of any changes through one-to-one meetings with service users, workshops with service users groups, and discussing proposed changes with front-line staff.

Source: Audit Scotland

96. Councils need to develop stronger corporate management of concessions. In the majority of councils concessions were determined by individual service departments. Only five respondents indicated that they had a corporate process and criteria for concessions that is shared across services. There is a risk otherwise that eligibility criteria can be inconsistent and confusing to the person seeking the concession.

97. Dundee City Council had reviewed its overall approach to concessions as part of the implementation of its Dundee Fairness Strategy. This resulted in simplified criteria for income-related concessions. The council also had a mechanism in place to recognise eligibility for concessions. Here, a resident's entitlement to a council tax reduction also confirmed their eligibility to receive concessions across services. [Case study 3 \(page 30\)](#) gives a further example of how North Lanarkshire Council used concessions in partnership with its leisure provider to support its aim to increase participation in exercise.

Case study 3

Example of how North Lanarkshire uses concessions to help meet its outcomes

North Lanarkshire Council has used concessions to support its Single Outcome Agreement aim to 'increase the number of people enjoying a physically active life'. The council's social care service has worked with North Lanarkshire Leisure to encourage residents to take part in sport and be more physically active. The main focus was on those in the community who are harder to reach and who suffer disadvantage and deprivation. Some of the concessions introduced include:

- Kids Klub free of charge programme in the school holidays.
- Free swimming lessons during school holiday periods.
- Saturday Sports Scene project which offers free access to ten to 17 year olds on a Saturday night to a range of sports, coached activities and guidance on healthy lifestyle choices.

Source: North Lanarkshire Council

98. The Equality Act 2010 requires public authorities to have regard to the need to eliminate discrimination, advance equality, and foster good relations across a range of protected characteristics. These are defined as age, disability, gender reassignment, pregnancy and maternity, race, religion and belief, sex and sexual orientation. In assessing the impact of their charging proposals, councils should also consider the impact on these characteristic groups to avoid or manage any detrimental effects.

99. Councils should also consider wider issues around access and affordability. For example, the children of people on low incomes may not be directly eligible for concessions. As such they may not be able to afford services that would benefit them such as swimming.

100. Councils' policies for charging and concessions should be consistent with their overall approach to equal opportunities. It is good practice for councils to carry out equality impact assessments for concessions. Some councils involved staff in their diversity and equal opportunities functions in the design of concessions.

101. Examples of measures councils have taken to apply concessions more consistently are set out below. Practice such as this is a good way for councils to make sure they are aware of the impact of charges, particularly on the vulnerable or income deprived.

- East Ayrshire Council used its budget-setting process to give an overview of all charges. By taking a corporate view it identified service users who would be affected by multiple charges from different services. As part of this, the council carried out equality-impact assessments to help maintain equity and fairness, particularly where new or increased charges were proposed.

- West Lothian Council was developing a council-wide concessions policy. This took into account the impact of welfare reform on eligibility for concessions. The aim of the policy is to put in place a fair and equitable range of concessions, to create greater awareness of concessions in the community, and to increase the uptake of concessionary services.

The costs of collecting charges should not be overlooked

102. One factor that should not be overlooked is how charges should be collected. Councils should make sure that they consider the costs of collection, and also the risks and benefits of various options for collecting charges.

103. It may not be worthwhile to charge for services when collecting them would be onerous or expensive. Highland Council's corporate charging policy stated that charging would either be limited or not applicable where charges were not cost effective to collect. Similarly, it stated that if it was likely that charges would frequently be waived depending on the service users' circumstances, then charges may not be appropriate.

104. The two main approaches to collecting charges are collection at the point of service delivery, and billing. The former involves collecting money up-front from the customer and requires administration such as cashiers and banking services. An example of this is admission to sports centres. Billing involves sending invoices to the recipient for the service provided, for example parking permits and building control certificates.

105. There are a range of direct and indirect costs involved in collecting a charge. Direct costs include front-line administration, ticketing and equipment to collect charges. Indirect costs include pursuing arrears, bad debts, and possible fraud costs where money may be misappropriated. Collection through taxation, such as through council tax, is a more efficient method. However, this cannot be used where it is necessary to charge specific service users.

106. Where money is collected at source, the risk of internal fraud is higher because of the need for money handling. Where service charges are billed, the risk of such fraud is reduced, but there is a greater risk of incurring bad debts which can then require expensive recovery processes.

107. Technology can be put to good effect to improve payment security and reduce transaction costs. Innovative ways to pay for services include payment via council's websites, payment using mobile phones, for example to pay for ticketless parking, and the cashless payment for services such as school meals using smartcards.

108. The use of technology such as smartcards is not yet well established in councils. Some are piloting new approaches, and the use of smartcards, for example, is not yet widespread or integrated across services or client groups.

Arm's-length companies and trusts may be directly responsible for setting charges

109. Our 'how councils work' report on the use of ALEOs¹¹ looked at how councils use companies, trusts and other forms of organisations to deliver services. Where a council uses delivery models such as these, its control over the services in question may be affected. This will be determined by the particular governance arrangements in place.




110. We found that many leisure trusts, as independent bodies, have control over setting prices for admission to sports and leisure centres. Some councils had arrangements in place to mutually agree charges with ALEOs. These included boards of leisure trusts being required to negotiate amendments to charges with the council as part of a services agreement.

111. Councillors and officers must take into account the implications of different delivery models on the way services are governed. Where an ALEO has delegated responsibility for setting prices there is a risk that its charges and concessions may differ from the policy aims of the council. This risk can be reduced where prices are mutually agreed, and endorsed by the appropriate council committee. However, such arrangements must recognise the independent status of organisations such as charitable trusts.

Want to know more?



Further information on charging for services can be found in these publications:

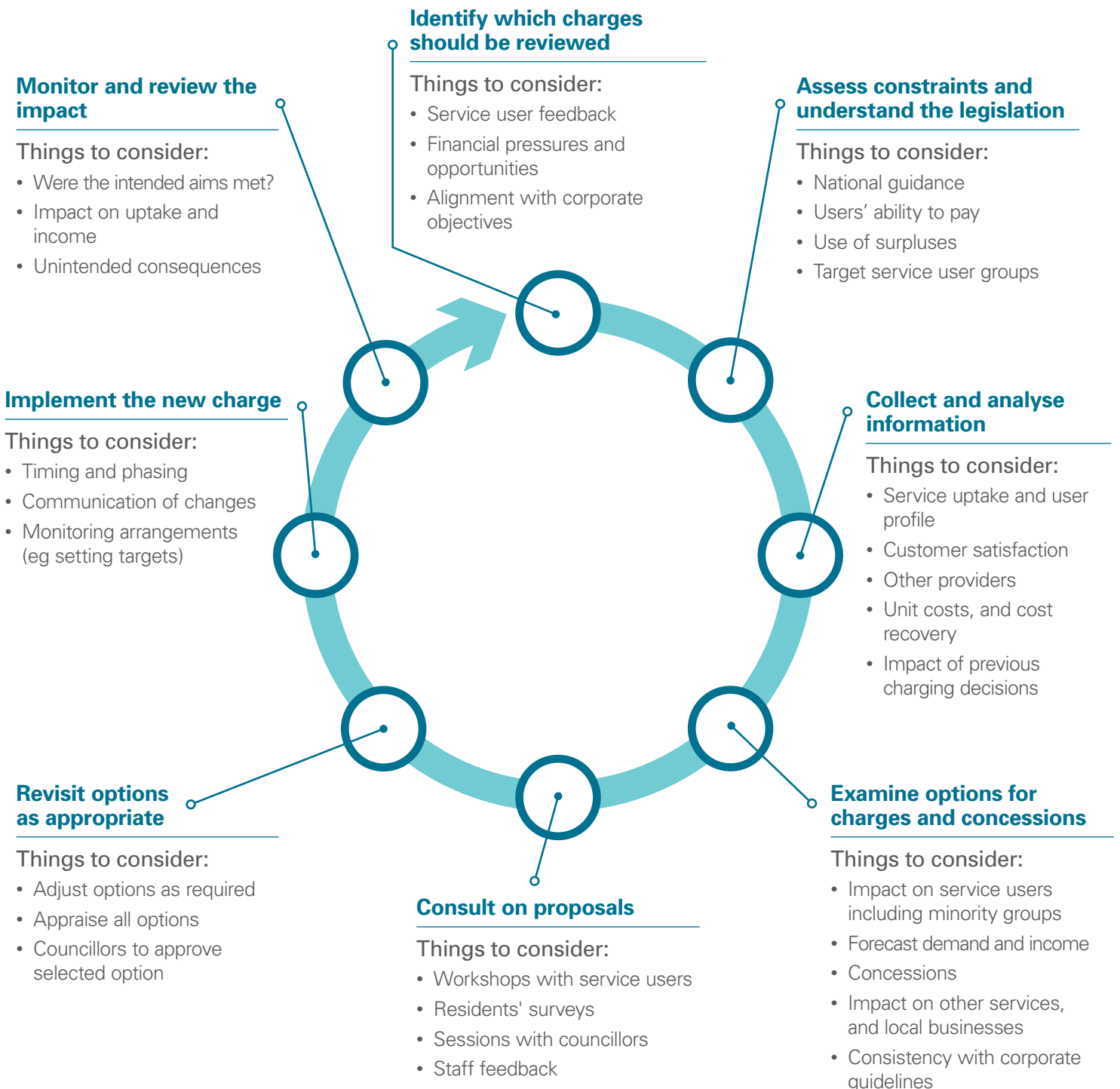
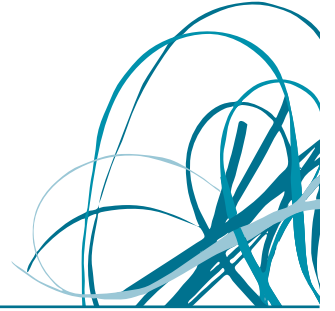
-  [*How councils work: an improvement series for councillors and officers – Using cost information to improve performance: are you getting it right?*, Accounts Commission, May 2012](#)
-  [*How councils work: an improvement series for councillors and officers – Arm's-length external organisations \(ALEOs\): are you getting it right?*, Accounts Commission, June 2011](#)
-  [*The challenge of charging – Bulletin March 1998*, Accounts Commission, March 1998](#)
- *Positively Charged, Maximising the benefits of local public service charges*, Audit Commission 2008
- *The Price is Right?, charges for council services*, Audit Commission 1999

Legislation – examples of Acts that contain charging legislation:

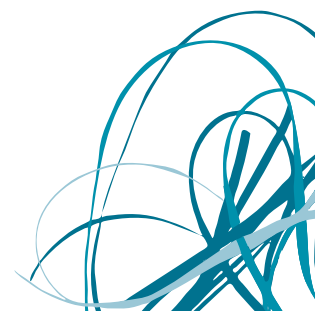
- Local Government in Scotland Act 2003 specifies areas that must be provided without charge.
 - Community Care and Health (Scotland) Act 2002 covers areas of charging for social care.
 - Environmental Protection Act (1990) covers trade refuse.
 - Civic Government (Scotland) Act 1982 covers licensing.
-






Part 3

Cycle for managing charges



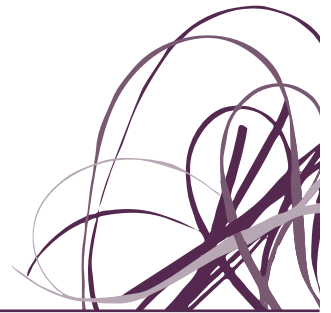
Endnotes



- ◀ 1 *Local Government Funding: Provisional Allocations for 2013-14*, Scottish Parliament Information Centre (SPICe), December 2012.
- ◀ 2 Total income from sales, fees and charges by all councils in 2011/12 as reported by councils in the Scottish Government's local financial returns. It is not possible to get accurate income data which only includes direct user charges. The majority of income in this category comes from direct user charges, but it may include other external income sources. It is this financial data, which we refer to throughout this report as charges.
- ◀ 3 This is the first year in which the source data is included in the Scottish Government local financial returns.
- ◀ 4 This relates to individual music tuition provided to pupils who wish to study a particular instrument. It does not include general music tuition provided in classroom settings.
- ◀ 5 *Instrumental Music Tuition in Scotland: a report by the Scottish Government's Instrumental Music Group*, Scottish Government, June 2013, which is available at www.scotland.gov.uk 
- ◀ 6 [The challenge of charging – Bulletin March 1998 \(PDF\)](#)  Accounts Commission for Scotland, March 1998.
- ◀ 7 In June-July 2013, we asked Scottish councils to update us on their charging practice and areas of good practice. Approximately three-quarters of councils completed the survey.
- ◀ 8 The extra cost of providing each additional unit of service.
- ◀ 9 [How councils work: Using cost information to improve performance \(PDF\)](#)  Audit Scotland, May 2012.
- ◀ 10 The Accounts Commission and Auditor General for Scotland will be publishing a performance audit on reshaping care for older people in early 2014. This will be available on the Audit Scotland website www.audit-scotland.gov.uk 
- ◀ 11 [How councils work: Arm's-length external organisations \(ALEOs\): are you getting it right? \(PDF\)](#)  Audit Scotland, June 2011.

Appendix 1

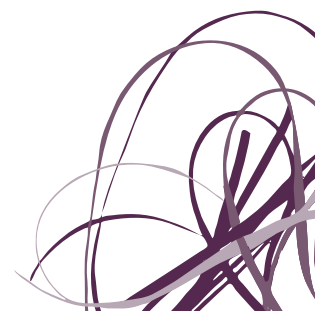
Questions for councillors



Issue	Yes/No	Action
<ul style="list-style-type: none"> • Do you give strong direction over aims and priorities for charges (in areas where the council has discretion)? • Do you understand the non-financial contribution of charges, eg to behaviours and service uptake? • Do you get good information on costs including the costs of providing services and the contribution made from charges? • Do you know the extent to which services are subsidised across the council? • Are charges and concessions pitched at an appropriate level for people and businesses that use services? • Do you know where charges are used to generate extra income? • Are concessions taken up by the people they are aimed at? • Do officers provide you with sufficient guidance on options for using charges? • Do you understand the views of service-users and residents, and consult them over charges? • Are there areas where charges need to be reviewed? 		

Appendix 2

Questions for officers



Issue	Yes/No	Action
<p>Charging policy</p> <ul style="list-style-type: none"> • Do councillors give you a clear direction over charging priorities? • Do you have clear policies in place for how charges should be applied – do these recognise the constraints and legislation that apply? • Are corporate policy and guidelines adhered to by service directors/ service providers? • Is charging practice in arm's-length providers and contracted services consistent with the council's policy? 		
<p>Financial management</p> <ul style="list-style-type: none"> • Do you understand the contribution that charges make to the financial position of the council? • Do you understand how your charging practice compares with other councils? • Do you understand unit costs, the extent to which costs are recovered by charges, and patterns of income from charges? • Do you understand how services are subsidised and the extent to which charges recover costs? • Do you have a register of charges across the council to help manage charges consistently? 		
<p>Setting charges</p> <ul style="list-style-type: none"> • Do you fully assess charging options, in line with the good practice set out in this report? • Do you have clear objectives for charging, such as to influence behaviour and service uptake, or to recover costs? • Do you understand customer views and the likely impact of charges on service uptake and income overall? • Is there evidence that charges are adversely affecting uptake or impacting on service users? 		

Issue	Yes/No	Action
<p>Reviewing charges</p> <ul style="list-style-type: none"> • Have you reviewed the council's overall approach to charging – what issues need to be addressed? • Are there any charges that should be reviewed, eg that are inconsistent with other providers? • Is there scope to generate more income from charges, for example by raising charges in line with the market? • Have you consulted service users and council tax payers over charging? • Do you make good use of available technology to make charging and concessions more efficient and user-friendly? 		
<p>Concessions</p> <ul style="list-style-type: none"> • Do you have corporate guidelines on how concessions should be applied? • Are these consistent with and linked to overall charging policies? • Are concessions applied consistently across services? • Is eligibility for concessions managed efficiently and shared across services? • Are concessions and the use of subsidy managed to ensure that services are financially viable? 		

Charging for services: are you getting it right?

This report is available in PDF and RTF formats,
along with a podcast summary at:
www.audit-scotland.gov.uk 

If you require this publication in an alternative
format and/or language, please contact us to
discuss your needs: 0845 146 1010
or info@audit-scotland.gov.uk

For the latest news, reports and updates,
follow us on Twitter or subscribe to our
email delivery service:

 [@AuditScotland](https://twitter.com/AuditScotland)

 [Subscribe to updates](#)



Audit Scotland, 110 George Street, Edinburgh EH2 4LH
T: 0845 146 1010 E: info@audit-scotland.gov.uk
www.audit-scotland.gov.uk 

ISBN 978 1 909705 17 3

This publication is printed on 100% recycled, uncoated paper



No	Council Action	Responsible Officer	Implementation by
1	<p>Develop a corporate policy for fees and charges, including concessions and waivers, to be approved by Policy & Resources Committee</p> <p>This will include:</p> <ul style="list-style-type: none"> • service specific requirements including links to passported benefits and assessments on ability to pay • review of process for writing off of debts 	CHCP Finance Manager and Corporate Charging Group	<p>February 2015 (Report to P&R)</p> <p>April, 2015 Fully Implement</p>
2	<p>Develop protocol for review of corporate policy and associated charges to be incorporated as element of annual budget review</p> <p>This will include:</p> <ul style="list-style-type: none"> • annual benchmarking review of charges • review of inflation uplift factors 	CHCP Finance Manager and Corporate Charging Group	<p>February 2015 (Report to P&R)</p> <p>April, 2015 Fully Implement</p>
3	<p>Develop unit cost management information to inform appropriate level of charging are set.</p> <p>This will include:</p> <ul style="list-style-type: none"> • a pro form for standardised approach • protocol for annual review 	CHCP Finance Manager (lead) , Finance Managers as required	Feed into 2015/17 budget process
4	Recommend charges as part of the 2015/16 Workstreams exercise	Acting Corporate Director Environment, Regeneration & Resources	November 2014

Report To:	Policy and Resources Committee	Date:	4 February 2014
Report By:	Angela Edwards, Head of Inclusive Education, Culture and Corporate Policy	Report No:	PR/106/14/AH/MM
Contact Officer:	Miriam McKenna, Corporate Policy and Partnership Manager	Contact No:	01475 712042
Subject:	Draft Gaelic Language Plan		

1.0 PURPOSE

1.1 The purpose of this report is to submit the Draft Gaelic Language Plan for Inverclyde Council to the Policy and Resources Committee for consideration.

2.0 SUMMARY

2.1 The Gaelic Language (Scotland) Act 2005 (the Act), passed by the Scottish Parliament, seeks to secure the status of Gaelic as an official language of Scotland commanding equal respect to the English language.

2.2 Bòrd na Gàidhlig was established as a public body by the Gaelic Language (Scotland) Act 2005 which was commenced on 13th February 2006.

The legislation is designed to promote the use of Scottish Gaelic, secure the status of the language and ensure its long-term future. The Act sets out 3 main aims for Bòrd na Gàidhlig:

- to increase the number of persons who are able to use and understand the Gaelic language;
- to encourage the use and understanding of the Gaelic language; and
- to facilitate access, in Scotland and elsewhere, to the Gaelic language and Gaelic culture.

2.3 Bòrd na Gàidhlig can request that a public authority publish a Gaelic Language Plan and they have requested that Inverclyde Council do so.

2.4 There are four core commitments which the Council have to meet which cover identity, communication, publications and staffing.

2.5 Attached at appendix one is a draft Gaelic Language Plan for Inverclyde which Committee are asked to consider. Particular attention is drawn to the actions set out in section 5, to ensure that these are appropriate for the Council to work towards delivering. There are a number of commitments that may require to be funded for example costs of translation, printing, new signage etc.

2.6 The Plan is currently out for public consultation on the Council's website.

3.0 RECOMMENDATIONS

It is recommended that the Policy and Resources Committee:

- a. Considers the attached Draft Gaelic Language Plan

- b. Agrees the actions set out in the plan, subject to any amendments agreed at committee.

Angela Edwards
Head of Inclusive Education, Culture and Corporate Policy

4.0 BACKGROUND

- 4.1 The Gaelic Language (Scotland) Act 2005 (the Act), passed by the Scottish Parliament, seeks to secure the status of Gaelic as an official language of Scotland commanding equal respect to the English language.
- 4.2 Bòrd na Gàidhlig was set up as a result of the legislation and has the right to request that a public authority publish a Gaelic Language Plan and has requested that Inverclyde Council do so.
- 4.3 The four key Gaelic Language Planning categories that have informed the National Gaelic Language Plan are expected to influence all Gaelic Language Plans, namely:
- **Acquisition:** enabling people to develop speaking, reading and writing skills in Gaelic
 - **Usage:** enabling the use of Gaelic in a range of social, formal and work settings
 - **Status:** expanding visibility, audibility, recognition and respect for Gaelic
 - **Corpus:** developing the quality, consistency and richness of the Gaelic language.
- 4.4 Using guidance from Bòrd na Gàidhlig this Draft Gaelic Language Plan for Inverclyde has been created. It sets out what Gaelic Language provision there is in Inverclyde, and has a series of actions which are intended to help the Council deliver on its requirements under the Gaelic Language (Scotland) Act 2005.
- 4.5 Inverclyde does not have a large number Gaelic users, and does not receive any requests for information or communication in Gaelic, therefore, within the current tight economic situation it does not have any additional resource to deliver any major language training initiatives, or to overhaul its corporate identity.
- 4.6 However, the actions in the Gaelic Language Plan, if agreed, will commit the Council to the development of bilingual signage, publications, a bilingual corporate logo (potentially), the offer of communication whether by telephone, email or mail in Gaelic, forms on offer in Gaelic and the production of guidance on Gaelic for employees, all of which will require to be funded. Other Local Authorities, who already have information and forms available in Gaelic, will be contacted to identify whether they would be willing to share these.

5.0 IMPLICATIONS

5.1 Financial Implications - One off Costs

Translation from English into Scottish Gaelic can cost anywhere from around £9 per 100 words to £50 for 100 words. It will depend on the type of documents we want translated and how many different place names we would require to be translated. At this time it would have to be funded via existing service budgets.

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments
	Repopulation	13/14	TBC		The replacement of entry point signage is taking place as part of the Repopulation Outcome

					Delivery Plan. Gaelic will feature on the signs at entry points to Inverclyde
--	--	--	--	--	---

- 5.2 Human Resources: The next employee survey should be used to canvas employees on knowledge of Gaelic, whether spoken, written or levels of understanding.
- 5.3 Legal: This Gaelic Language Plan, when agreed will fulfil our requirements under the Gaelic Language (Scotland) Act 2005
- 5.4 Equalities: The promotion and recognition of Gaelic fits with the Council's Equality Outcomes, ensuring that we can provide information and support in a variety of languages where required.
- 5.5 Repopulation: none

6.0 Consultations

- 6.1 ClannGaidhlig were consulted with regard to the Gaelic Language plan, as well as a number of Council services such as Corporate Communications and Education.

The draft plan is on the Council's website for public consultation as required by Bòrd na Gàidhlig.



Comhairle Inbhir Chluaidh

Gaelic Language Plan

Plana na Gàidhlig

2013 – 17

This Gaelic Language Plan has been prepared under Section 3 of the Gaelic Language (Scotland) Act 2005.

Contents

1.	Foreword by the Chief Executive	7
2.	Introduction	8
3.	Inverclyde Council	10
4.	Gaelic in Inverclyde	12
5.	Core commitments	16
5.1	Identity	18
5.2	Communication	20
5.3	Publications	24
5.4	Staffing	27
6.	Helping to implement the National Gaelic Language Plan	29
6.1	Language Acquisition	29
6.2	Language usage	30
6.3	Language status	30
6.4	Language corpus	30
7.	Monitoring implementation of the plan	31
8.	Authority contacts	31

1. Foreword by the Chief Executive

This Gaelic Language Plan sets out for Inverclyde Council, how it will seek to promote and support the Gaelic Language, recognising it as an official language of Scotland, according it the same respect as English.

The Council has had Gaelic Medium Education in Early Years and Primary for a number of years, and a high proportion of those in these classes go on to Secondary Education in the Gaelic Medium.

There are annual classes on offer from the Council's Community Learning and Development service, providing opportunities for the wider communities of Inverclyde to learn Gaelic.

Both the community language classes and the early years and primary classes provide a fantastic opportunity to learn Gaelic and to promote and celebrate Gaelic's contribution to Scottish cultural life. Inverclyde Council are delighted to be able to facilitate access to learning different languages and cultures.

This plan sets out the additional action the Council will take to promote the acquisition and usage of Gaelic, as well as developing the status of the language, expanding recognition and respect.

Inverclyde Council is committed to supporting Gaelic and will seek to ensure it supports its development in the area over the life of this plan.



John W Mundell
Chief Executive

2. Introduction

The Gaelic Language (Scotland) Act 2005 (the Act), passed by the Scottish Parliament, seeks to secure the status of Gaelic as an official language of Scotland commanding equal respect to the English language.

The Act builds on existing measures to support the rights of Gaelic and other minoritised languages, including: the United Nations Declaration on the Rights of Persons belonging to National or Ethnic, Religious and Linguistic Minorities (1992); the Council of Europe's European Charter for Regional or Minority Languages (1992); Framework Convention of the Protection of National Minorities (1995); and clauses relating to Gaelic in education, media, civil courts and crofting legislation of the UK and Scottish Parliaments. Among other things, the Act requires Bòrd na Gàidhlig to prepare and submit to the Scottish Ministers a National Gaelic Language Plan.

Bòrd na Gàidhlig can request that a public authority publish a Gaelic Language Plan and they have requested that Inverclyde Council do so.

Inverclyde Council recognises Gaelic as an official language of Scotland and accords English and Gaelic equal respect. Where Gaelic and English appear on signage, in publications etc., equal respect for both languages will be shown and where Gaelic services are available, an active offer of those services will be made.

The four key Gaelic Language Planning categories that have informed the National Gaelic Language Plan are expected to influence all Gaelic Language Plans, namely:

- **Acquisition:** enabling people to develop speaking, reading and writing skills in Gaelic
- **Usage:** enabling the use of Gaelic in a range of social, formal and work settings
- **Status:** expanding visibility, audibility, recognition and respect for Gaelic
- **Corpus:** developing the quality, consistency and richness of the Gaelic language.

The National Gaelic Language Plan sets out to achieve the following outcomes, which Inverclyde Council has taken due regard of through the development of this Gaelic Language Plan:

Home and Early Years

- An increase in the acquisition and use of Gaelic by young people in the home and increased numbers of children entering Gaelic-medium early years education

Education: Schools & Teachers

- An increase in the number of children enrolling in Gaelic-medium education (GME), doubling the current annual intake to 800 by 2017.
- A year on year increase in the number of pupils engaged in Gaelic-learner education (GLE) in both primary and secondary schools.

Appendix One

- An expansion in the availability of Gaelic-medium subjects in secondary schools.

Education: Post-school Education

- An increase in the number of adults acquiring Gaelic from the current total of around 2,000 to 3,000 by 2017 and enhanced language skills among fluent Gaelic speakers.

Communities

- More opportunities for communities and networks of Gaelic speakers of all kinds to use Gaelic and increased use of the language in community activities and services.

Workplace

- Expansion of the use of Gaelic in places of work and an increase in employment opportunities where Gaelic skills are required in order to enable service delivery in the language.

Arts & Media

- Development of Gaelic arts and media as a means of promoting the language, attracting people to it and enhancing their commitment through opportunities to learn, use and develop Gaelic.

Heritage & Tourism

- An increased profile for Gaelic in the heritage and tourism sectors and increased use of Gaelic in the interpretation of Scotland's history and culture.

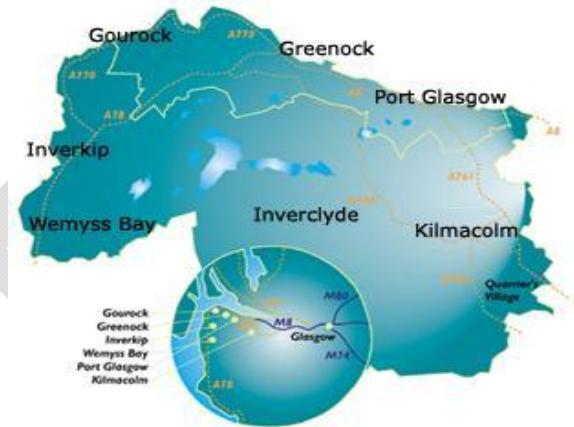
Corpus

- Co-ordination of the initiatives of parties active in Gaelic language corpus development to achieve enhanced strength, relevance, consistency and visibility of the Gaelic language in Scotland.

3. Inverclyde Council

Inverclyde is located in West Central Scotland with an estimated population of 81,000 people, covering an area of 61 square miles stretching along the south bank of the River Clyde.

The main towns of Greenock, Port Glasgow and Gourock sit on the Firth of the Clyde. The towns provide a contrast to the coastal settlements of Inverkip and Wemyss Bay which lie to the South West of the area and the picturesque villages of Kilmacolm and Quarriers Village which are located further inland, and offer a further dimension to the area's diversity, particularly in social, economic and physical terms.



Inverclyde Council is the local unitary authority which is responsible for a range of functions including education, libraries and culture, community safety, trading standards, environmental health, social work (including criminal justice, homelessness and community care), strategic housing, planning and building control, waste management, maintenance of public roads (other than trunk roads), economic development and a range of corporate support services.

The Council operates under three Directorates: Education, Communities and Organisational Development; Community Health and Care Partnership (in partnership with the NHS); and Environment, Regeneration and Resources. The organisational structure is set out at appendix one.

The Council has a number of offices located across the authority with the main Municipal Buildings in the centre of Greenock.

The Council has 6 multi member wards, with 20 councillors elected from these, with each ward having three or four members. Currently the Labour Party has the majority of councillors (10), followed by the Scottish National Party (6), the Scottish Liberal Democrats (2), Independent (1) and Conservative (1).

A strong sense of community identity exists within Inverclyde and in local neighbourhoods in particular. Local citizens are rightly proud of their area, and its history which is steeped in centuries of maritime and industrial endeavour.

In the past the dynamic industries of ship building and sugar refining brought many job opportunities to Inverclyde, and with that numbers of migrants and immigrants swelling the Inverclyde population. A large influx of Highlanders came to the area in the aftermath of the battle of Culloden in 1745, Irish and German people came to work in the sugar refineries in the 1800s and more recently Eastern European migrants have come to the area following the expansion of the European Union. Inverclyde has had populations speaking a number of different languages in the past, but is largely English speaking now.

Nurturing Inverclyde

Inverclyde Council, in partnership with the Inverclyde Alliance, has taken The Scottish Government's *Getting it right for Every Child*¹ framework a step further and has made a commitment to get it right for every citizen and community too. Our focus is on making Inverclyde a place which nurtures all its citizens, ensuring that everyone has the opportunity to have a good quality of life and good mental and physical wellbeing. Nurture is about growth and development both emotionally and economically and we want all our children, citizens and communities to be safe, healthy, achieving, nurtured, active, respected, responsible and included.

As part of this nurturing approach, the Council will seek to nurture the Gaelic language across its functions where possible and within restricted resources.

Gaelic and Inverclyde Council's employees

The Council currently does not hold information on the numbers of employees who currently have an understanding of Gaelic. In its next employee survey, the Council will endeavour to ascertain which of its employees can read, write or speak Gaelic and will record this.

The only jobs in the organisation where the use of Gaelic is a designated responsibility are in the Gaelic nursery and primary classes.

There are currently no Gaelic organisations with offices in the Inverclyde area, however the Council advertises any Gaelic Medium job vacancies on www.Gaelicteaching.com.

¹ *Getting it Right for Every Child* is a national approach relevant to every child in Scotland and affects every practitioner working in children and family services in the public and voluntary sectors.

4. Gaelic in Inverclyde

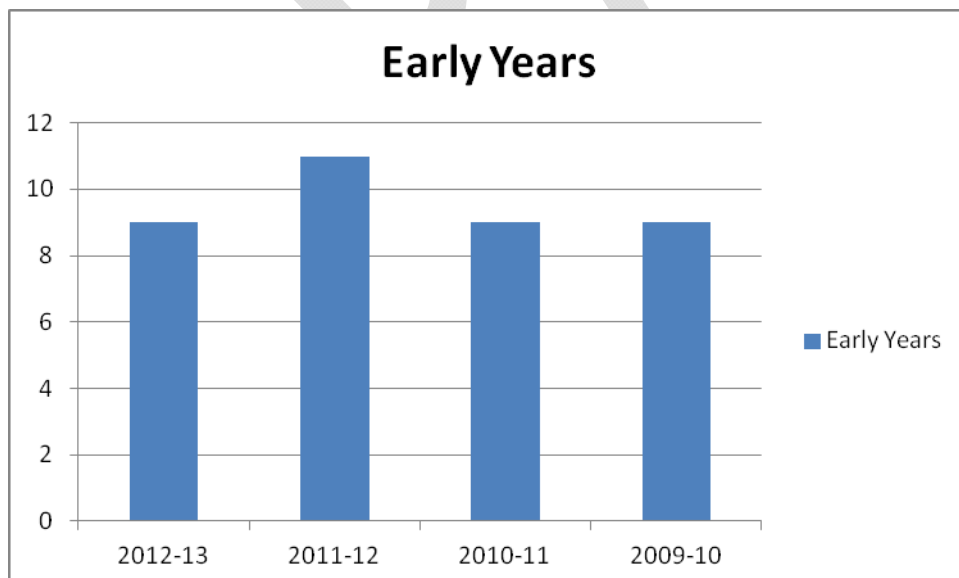
There are 426 Gaelic speakers in the Inverclyde area according to the 2011 Census.

In the 1991 census 496 people (0.6% of Inverclyde's population) indicated that they could speak, read or write Gaelic. In 2001 this had risen slightly to 508 people (0.6% of the population). 648 people claimed to be able to understand Gaelic in 2001.

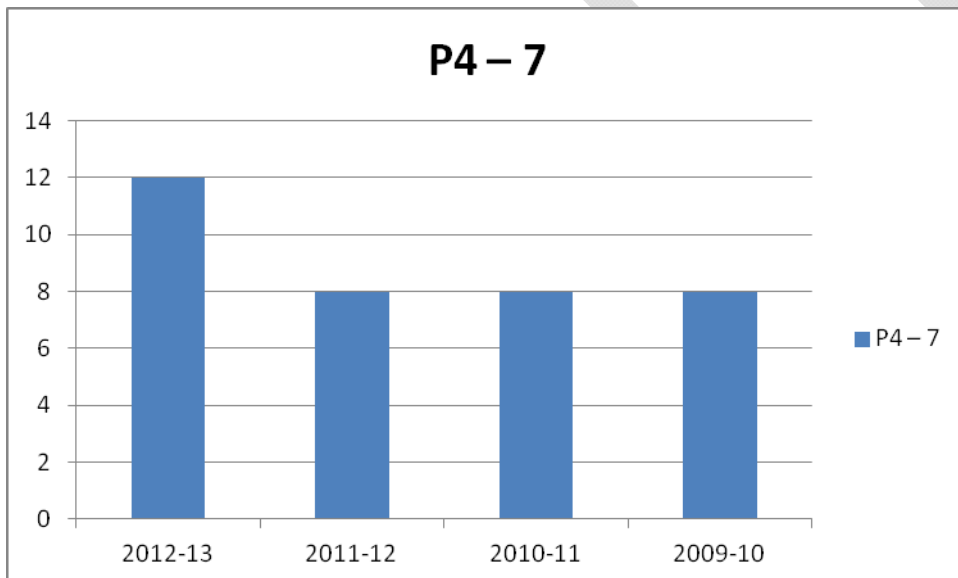
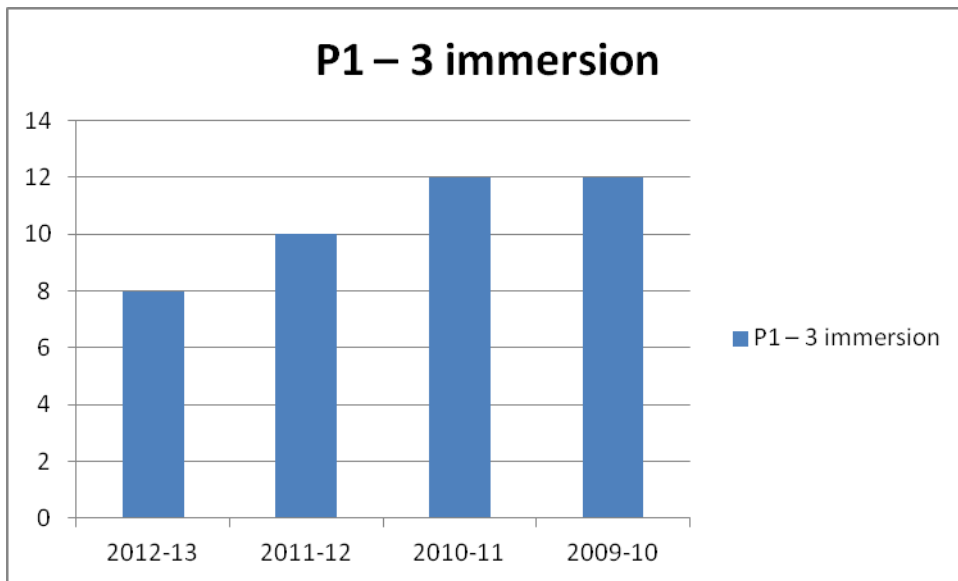
In the 2011 census 667 people were identified as having some knowledge of Gaelic in Inverclyde. In detail, this breaks down to:

- 174 people understand but do not speak, read or write Gaelic (0.22% of the aged over 3yrs population)
- 212 people speak, read and write Gaelic (0.26% of the aged over 3 yrs population)
- 176 people speak but do not read or write Gaelic (0.22% of the aged over 3 yrs population)
- 36 people speak and read but do not write Gaelic (0.04% of the aged over 3 yrs population)
- 49 read but do not speak or write Gaelic (0.06% of the aged over 3 yrs population)
- 20 people have other combinations of skills in Gaelic (0.02% of the aged over 3 yrs population)

Inverclyde introduced Gaelic Medium Education in 1999. Outlined below are the number of children attending the classes since 2009:



Appendix One

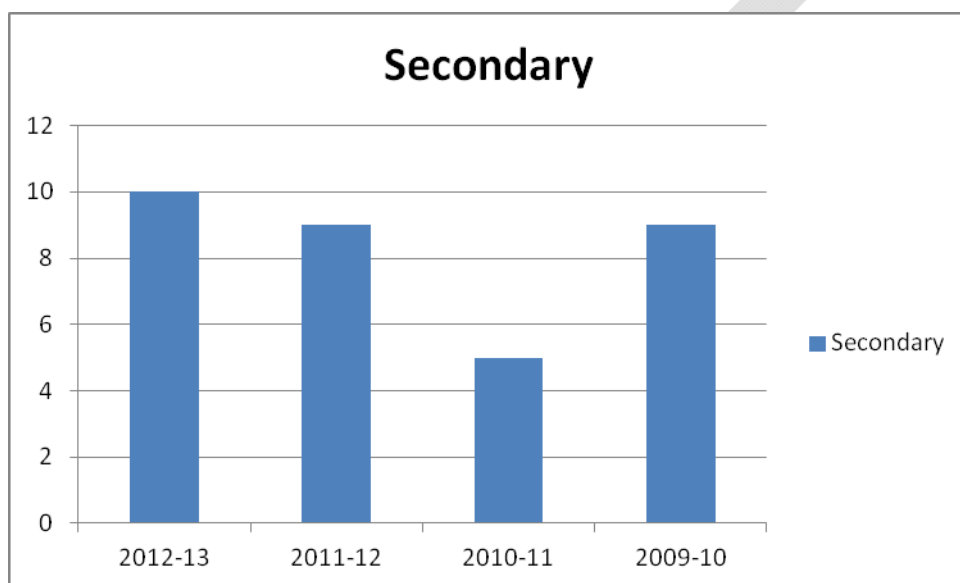


Appendix One

Inverclyde Council does not provide secondary education in the Gaelic Medium but there are a number of pupils who travel from the Inverclyde area to the Gaelic Secondary School in Glasgow. Inverclyde Council provides this transport for the children.

The Council will be working to develop virtual GME in its secondary schools, in partnership with Sabhal Mòr Ostaig, for those secondary pupils who wish to learn Gaelic. Further information is set out below on page 25.

The numbers of children travelling to the Gaelic Secondary in Glasgow over the last few years are:



There are 3 Gaelic teachers in Inverclyde covering the nursery class, the primary 1-3 class and the primary 4-7 class.

The provision is as follows:

Phase	FTE
Nursery	0.5
Primary 1 – 3	0.8
Primary 4 – 7	1
RCC Cover	1
Total Teaching	3.3
Classroom Assistant	1
Early Years Childcare Officer	1

Appendix One

Inverclyde's Gaelic Nursery currently has 7 children attending and there are two Gaelic primary classes covering Primary 1-3 and Primary 4-7. There are 8 children in the P1-3 class and 12 in the P4-7 class.

There is a Parent and Toddlers group covering the age range 0-3 years.

Inverclyde Libraries have a number of Gaelic books in its stock and are exploring the demand for Gaelic Bookbug sessions, which have been offered by the Scottish Book Trust.

Inverclyde has access to a Gaelic Development Officer working 30 hours per week across the Cille Conval Partnership areas of Inverclyde, Renfrewshire and East Renfrewshire.

3 Gaelic Language classes are being held in Inverclyde Academy with approximately 35 people engaging. A class on Scottish History and Gaelic has started at South West Library with over 10 learners attending regularly.

The Community Learning and Development service have been bringing together representatives from local Gaelic organisations/groups to discuss forming a Gaelic Forum. The purpose of this forum is to:

- improve communication across the Gaelic Community
- in time co-ordinate Gaelic provision across the area (the first steps have been taken as links have been made between tutors from the various groups into the Gaelic CLAD Review group tutor training which will go some way to providing a framework for learning using the Language Targets)
- look at funding to sustain and if possible increase Gaelic activity (there are a number of ideas regarding use of culture, music and heritage to increase the use of Gaelic language)
- look at opportunities for people to use the language in a meaningful way outside of the classroom and home such as conversation groups, coffee mornings and to link in with the social/cultural activities of ClannGaidhlig

The service have decided that their first task should be initially to raise the profile of Gaelic Adult provision in Inverclyde. There will do this through information stalls in the Oak Mall to allow distribution of information with the aim of:

- increasing the number of people who are aware of Gaelic provision
- attract new learners to the variety of Gaelic groups in Inverclyde
- promoting the Paisley Mod
- engage with people who have learned to speak Gaelic previously or native speakers with the view to re-engaging them in provision

In addition, although not run by CLD, there is an adult class held in the South-west library by a self-funding group. This originated as a class for parents with children at the then Highlanders' Gaelic unit (with CLD funding support) but has evolved and now contains parents and non-parents.

5. Core commitments

In its statutory Guidance on the Development of Gaelic Language Plans, Bòrd na Gàidhlig states that creating the right environment for the use of Gaelic in public life is vital to language regeneration. The Bòrd has identified four core areas of service delivery that it wishes public bodies to address when preparing Gaelic Language Plans. These are:

Identity: corporate identity
signage

Communications: reception
telephone
mail and e-mail
forms
public meetings
complaints procedures

Publications: public relations and media
printed material
websites
exhibitions

Staffing: training
language learning
recruitment
advertising

The Council recognises that action in each of these four key areas can help raise the visibility and profile of Gaelic and bring greater opportunity for Gaelic speakers and learners to use the language.

Inverclyde does not have a large number Gaelic users, and does not receive any requests for information or communication in Gaelic, therefore, within the current tight economic situation it does not have any additional resource to deliver any major language training initiatives, or to overhaul its corporate identity.

Appendix One

This section of our Plan details our core commitments, in relation to current demand under these headings above. This first Gaelic Language Plan for Inverclyde can be seen as a starting point for developing our Gaelic provision.

Our core commitments set out the minimum level of Gaelic language provision which we commit to providing from 2013 to 2017.

In considering how to develop our Gaelic provision, we have noted the requirements under the Gaelic Language (Scotland) Act 2005 and Bòrd na Gàidhlig's Guidance on Development of Gaelic Language Plans.

DRAFT

Appendix One

5.1 Identity

The presence of Gaelic in the corporate identity of a public authority can greatly enhance the visibility of the language, and makes an important statement by a public authority about how Gaelic is valued and how it will be given recognition.

As with corporate identity, the use of Gaelic in signage can greatly enhance the visibility of Gaelic and makes an important statement about the status of the language. Developing the use of Gaelic through signage can also enrich the vocabulary of Gaelic users and contribute to the development of the language.

Inverclyde Council recognises the need to raise the visibility of Gaelic and the creation of a positive image of the language and aims to do the following.

Function	Where are we now?	Where do we want to be?	How will we get there?	How will we know we are getting there?	Who is responsible?
Corporate Identity	Inverclyde Council's Corporate Identity does not include any Gaelic language elements.	The Council's corporate identity has been reviewed and engagement taken place to identify how Gaelic language should be reflected. If/when the Council seeks to rebrand then it will identify whether the corporate logo should be rendered bilingual.	We will carry out engagement with employees, communities and other stakeholders to identify how Gaelic should be reflected in the Council's Corporate identity. We will develop corporate guidelines for the use of Gaelic language in the Council's Corporate Identity	Feedback from engagement has been discussed by CMT and Corporate Communications. Guidelines are in place and disseminated across the organisation.	Organisational Development, HR and Communications (Corporate Communications)
Signage	Very little bilingual signage exists in	Welcome signs at the entry points into	Current provision of signage will be	All signs at entry points into Inverclyde	Environmental and Commercial

Appendix One

Function	Where are we now?	Where do we want to be?	How will we get there?	How will we know we are getting there?	Who is responsible?
	Inverclyde.	Inverclyde will include welcome in Gaelic, demonstrating equal respect for Gaelic and English.	<p>audited.</p> <p>Any 'welcome' road signs to Inverclyde which could include Gaelic to be identified and Gaelic to be introduced when being renewed.</p> <p>This will be funded from the 'Repopulation' Outcome Funding.</p>	will have welcome in Gaelic included in the text.	Services/Corporate Communications.

5.2 Communication

Reception

The use of Gaelic at the initial point of contact that members of the public have with a public authority increases the audible presence of the language, and contributes to the sense that the use of Gaelic is possible and welcome. In addition to raising the profile of the language, it also creates opportunities for its practical use and encourages members of the public to use Gaelic in subsequent dealings with the public authority.

Telephone

The use of Gaelic in interactions with the authority by telephone is important in creating practical opportunities for the use of the language, and in contributing to the sense that its use is possible and welcome.

Mail and E-mail

The use of Gaelic in mail and email to and from a public authority enables the use of Gaelic in two important means of communication. Its use in these environments provides opportunities for Gaelic speakers to use Gaelic in a wide range of situations.

Forms

Enabling the use of Gaelic on the forms of public authorities can greatly enhance opportunities for the use of the language. The presence of Gaelic in a wide range of Gaelic forms, or in bilingual forms, can also greatly enhance the visibility and prestige of the language. The preparation of Gaelic versions of forms, applications and similar documents, will assist in expanding the range of Gaelic terminology and the awareness of the Gaelic speaking public of such terminology, helping the development of the language itself.

Public Meetings

The use of Gaelic in public meetings provides a key means by which Gaelic speakers can express their views in the language of their choice and helps promote the audibility of Gaelic in a wider range of settings.

Complaints Procedure

In addition to creating practical opportunities for the use of Gaelic, the establishment of a complaints procedure that is receptive to the use of Gaelic affirms the authority's commitment to the use of Gaelic and to providing a quality service to those members of the public who prefer to express themselves through Gaelic.

Appendix One

Inverclyde Council will aim to carry out the following in order to address how the Council and its Gaelic speaking residents can communicate.

Function	Where are we now?	Where do we want to be?	How will we get there?	How will we know we are getting there?	Who is responsible?
Reception	The Council does not currently have any Gaelic provision in reception areas.	Customers coming into reception areas in Inverclyde Council offices will be engaged with appropriately no matter what language they speak.	As part of the Council's approach to engaging with customers whose first language is not English, reception staff in the Customer Service centre are trained in how to meet customer needs, including engaging with those who speak Gaelic.	All customer service officers will have been made aware of who to contact should someone wish to communicate in Gaelic.	Finance Services/ Customer Service Manager
Telephone	The Council does not currently have any provision for telephone call handling in Gaelic	Customers contacting the Council by telephone will be engaged with appropriately no matter what language they speak.	A review of languages used by those contacting the Council by telephone will be undertaken. Information will be given to employees so they are able to deal with customers who do not use English when contacting the Council by telephone.	Review completed and a better understanding of languages spoken by customers is communicated to employees. All customer service officers will be aware of how to access support for communicating in Gaelic.	Finance Services/ Customer Service Manager
Mail and E-mail	The Council does not	Customers	As above – the	Review completed	Finance Services/

Appendix One

Function	Where are we now?	Where do we want to be?	How will we get there?	How will we know we are getting there?	Who is responsible?
	currently have an agreed policy on how to respond to Gaelic mail and e-mail	contacting the Council by mail and email will be responded to appropriately no matter what language they speak.	review will include identification of languages used by those contacting the Council by email. Using the review information a protocol for dealing with email in Gaelic will be developed.	and a better understanding of languages written by customers is communicated to employees.	Customer Service Manager
Forms	The Council does not currently have any forms in Gaelic	A protocol is place in regard to how the Council will use and enable the use of Gaelic in relation to forms for which it is responsible	Liaise with other local authorities to identify if they have templates of forms in Gaelic, that can be shared. Identify costs and procedure for the translation of forms completed in Gaelic.	A range of basic forms are available in Gaelic in electronic format, should a request be made.	Finance Services/ Customer Service Manager
Public Meetings	The Council does not have a policy on, or the resources for, holding public meetings in Gaelic.	The Council will know whether or not any residents would wish there to be a Gaelic component to public meetings.	The Council will develop a protocol for the use of Gaelic in public meetings, should there be any requests, or if the subject matter is of particular importance to Gaelic speakers.	Protocol in place and distributed across the Council. Protocol available on intranet.	Community Engagement and Capacity Building Network
Complaints	The Council does not	Council employees	The Council will	Guidance available	Corporate

Appendix One

Function	Where are we now?	Where do we want to be?	How will we get there?	How will we know we are getting there?	Who is responsible?
procedure	currently handle complaints in Gaelic, or have guidance for employees on how to handle a complaint in Gaelic.	know how to handle complaints made in Gaelic.	assess its 'Comments, Compliments and Complaints' procedures and develop guidance for employees should they receive complaints in any language other than English.	for all staff as part of the Council's complaints procedures on how to deal with complaints made in languages other than English, including Gaelic.	Communications
Information for Employees	Little information on Gaelic is available for employees. Advertisements for Gaelic classes feature on the Council intranet and website.	More employees are aware of Gaelic provision and more generally about Gaelic and its place in Scotland.	Information will be made available on ICON (intranet) and the Gaelic Language plan will also be made available there and on the Council website.	Greater uptake in Gaelic language classes by employees of Inverclyde Council. More information available on ICON and the website.	Corporate Policy

5.3 Publications

Public Relations and Media

The use of Gaelic in the media helps demonstrate a public authority's commitment to making important information available through the medium of Gaelic, as well as enhancing the visibility and status of the language.

Printed Material

The use of Gaelic in a range of printed material can assist Gaelic development in a variety of ways. It helps increase the visibility of the language, it enhances Gaelic's status by being used in high profile publications, and it can help develop new, and enhance existing, terminology.

Websites

As more people access information about public authorities through their websites, making provision for the use of Gaelic can significantly enhance the status and visibility of the language.

Exhibitions

The use of Gaelic in exhibitions recognises the authority's commitment to providing information in Gaelic and to extending its use in a wider range of environments.

Inverclyde Council is committed to enhancing the visibility and status of Gaelic where practicable, focussing on subject matter relating to Gaelic issues.

Appendix One

Function	Where are we now?	Where do we want to be?	How will we get there?	How will we know we are getting there?	Who is responsible?
Public Relations and Media	The Council does not currently have guidelines relating to the use of Gaelic in press releases.	The Council has guidelines around producing bi-lingual press releases relating to Gaelic subject matter.	Corporate Communications will assess the requirements for press releases and other media in Gaelic.	Guidelines set out how the Council will use Gaelic in press releases relating to Gaelic subject matter.	Corporate Communications
Printed Material	The Council does not have a policy in regard to publishing printed material in Gaelic. It does offer to translate any of its documents into Gaelic along with a range of other community languages. There are a number of Gaelic books available in Inverclyde's Libraries.	The Council has formal processes in place should material be requested in Gaelic.	The Council will identify where it will be able to access Gaelic translation on request and set out guidelines for services, should translation be required.	Information is available on the Council's intranet on where to access Gaelic translation services.	Corporate Communications/ Corporate Equality Group
Websites	The Council only has English and British Sign Language available from its website.	Any forms or information in Gaelic about Gaelic subject matter are made available on the website	Any forms made available in Gaelic will be uploaded onto the website. Any press releases	Forms and information in Gaelic are available on the website.	Corporate Communications/ Customer Services

Appendix One

Function	Where are we now?	Where do we want to be?	How will we get there?	How will we know we are getting there?	Who is responsible?
			or any other information provided on Gaelic issues will be made available on the website		
Exhibitions	The Council does not make any provision for Gaelic in any exhibitions which it holds.	The Council has information available in Gaelic about exhibitions which relate to Gaelic issues, or the target audience indicate that it should contain information in Gaelic, in addition to English	Libraries and Museum service will identify if any information should be provided in Gaelic at exhibitions.	Exhibitions which are about Gaelic subject matter, or has a target Gaelic speaking audience will feature information in Gaelic, with equal respect paid to Gaelic and English.	Libraries and Museums.

5.4 Staffing

Training

In order to deliver services through the medium of Gaelic, public authorities will need to develop the requisite job skills and language skills of their staff.

Language Learning

The provision of language learning for its staff will help promote adult Gaelic learning, and in promoting Gaelic as a useful skill in the workplace.

Recruitment

The creation of jobs in which Gaelic is an essential or desirable skill will contribute greatly to the status of the language, and in identifying it as a positive skill to acquire.

Advertising

The use of Gaelic in advertising helps recognise that Gaelic should be used in public life and that Gaelic speakers have an important role to play within a public authority.

Appendix One

Function	Where are we now?	Where do we want to be?	How will we get there?	How will we know we are getting there?	Who is responsible?
Training	No staff training in the workplace is available in Gaelic, however see below. There is currently no demand for the delivery of services through the medium of Gaelic except in the Gaelic nursery and primary classes.	Staff are aware of the Council's Gaelic language plan and are given contact information should they wish to develop their own learning in Gaelic.	Information will be made available on the Council's intranet, ICON.	Gaelic Language Plan page available on ICON	Organisational Development/HR/Corporate Policy
Language Learning	The Council has free Gaelic Language classes on offer which Council employees can participate in.	Employees are aware of language classes on offer from Community Learning and Development in the Inverclyde area and are encouraged to participate.	Information will be made available on the Council's intranet, ICON and/or Council website. Weblinks to on line Gaelic resources will be placed on the web page.	Information on Gaelic Language classes available on ICON and/or Council website.	Community Learning and Development/Corporate Communications.
Recruitment	The Council has recruited Gaelic teachers.	If a job has Gaelic as a requirement, the job advertisement will be in both English and Gaelic.	Bilingual adverts will appear for any posts which require Gaelic language.	Bilingual advertisements for post requiring Gaelic language appear on myjobscotland and Gaelicteaching.com.	OD/HR
Advertising	There are currently no bilingual adverts by Inverclyde Council	As above	As above	As above	As above

6. Helping to implement the National Gaelic Language Plan

The *National Plan* sets out a vision for Gaelic of a healthy, vibrant language increasingly used, valued and respected in a modern, multicultural and multilingual Scotland. The *National Plan* explains why, in order to achieve that vision, four key concepts of language development must be addressed: how people are enabled to acquire Gaelic; how they are enabled to use Gaelic; how the status of Gaelic can be enhanced; and how the Gaelic corpus can be developed.

The 2005 Act is structured to require public authorities, that have been issued with a statutory notice by the Bòrd to develop a Gaelic Language Plan, to engage with the National Plan.

6.1 Language Acquisition

The National Plan seeks to increase the number of Gaelic speakers by ensuring the language is passed on and by securing effective opportunities for learning Gaelic.

For the Council, its primary role is in the support, promotion and delivery of Gaelic education. The Council promotes Gaelic education through the distribution of leaflets when new classes are being offered; through the inclusion of information in enrolment procedures highlighting the Gaelic nursery and primary classes; information on the Council's website advertising Gaelic Language classes and Gaelic medium education (GME): and liaison between pre-school and primary to highlight the GME primary class.

In addition to the nursery and primary Gaelic classes, the Council is linking with Sabhal Mòr Ostaig to offer Gaelic as a subject in the senior phase of school, starting with 6th year, but expanding this to 4th and 5th years. At present the plan is to have a virtual teaching experience online, linking with the college. The provision will be as a second language rather than immersive. The Council will review this approach once the offer has been rolled out across 4th, 5th and 6th year, to identify how it might be developed in the future.

We will also seek to increase opportunities for teacher training in Gaelic with Bord Na Gaidhlig's assistance.

6.2 Language usage

The National Plan seeks to encourage greater use of Gaelic, to provide opportunities to use the language and to promote access to Gaelic forms of expression.

There is not a large Gaelic speaking community in Inverclyde, but where there are Gaelic speakers the Council will encourage its use, and seek to support them. The provision of Gaelic language classes at beginner, intermediate and advance level is intended to support the use of Gaelic in Inverclyde. The Council is working, through the tackling depopulation outcome in the SOA, to develop its tourism offer, and the National Plan will be used to inform this development.

6.3 Language status

The National Plan seeks to increase the visibility of Gaelic, enhance its recognition and create a positive image for Gaelic in Scottish public life.

In preparing this Gaelic Language Plan Inverclyde Council is helping to raise the profile of the Gaelic language in the Inverclyde area. Recognising the importance of Gaelic, the Council will seek to promote a positive image of Gaelic locally and where practicable and affordable, increase the visibility of Gaelic, for example in new signage.

6.4 Language corpus

The National Plan seeks to strengthen the relevance and consistency of Gaelic and to promote research into the language.

The Council will use information provided by Bòrd na Gàidhlig on quality and accessibility of interpretation and translation, as well as any information which comes from surveys and research on Gaelic to inform the development and delivery of this Gaelic language plan.

7. Monitoring implementation of the plan

Inverclyde Council will monitor the implementation of this plan by reporting annually to the Policy and Resources Committee in January/February each year. These progress reports will then be submitted to Bòrd na Gàidhlig. The actions within the Gaelic Language Plan will be entered into the Council's electronic performance management system, Inverclyde Performs, and updated on an annual basis.

The plan will be publicised on the Council's website and intranet so that employees can be made aware of the Council's duties under the The Gaelic Language (Scotland) Act 2005 and what actions the Council intends to take.

8. Authority contacts

The senior officer with operational responsibility for overseeing the delivery of this Gaelic Language Plan is:

Angela Edwards
Head of Inclusive Education, Culture and Corporate Policy
Inverclyde Council
Education Headquarters
105 Dalrymple Street
Greenock
PA15 1HU

Tel: 01475 712828

Email: angela.edwards@inverclyde.gov.uk

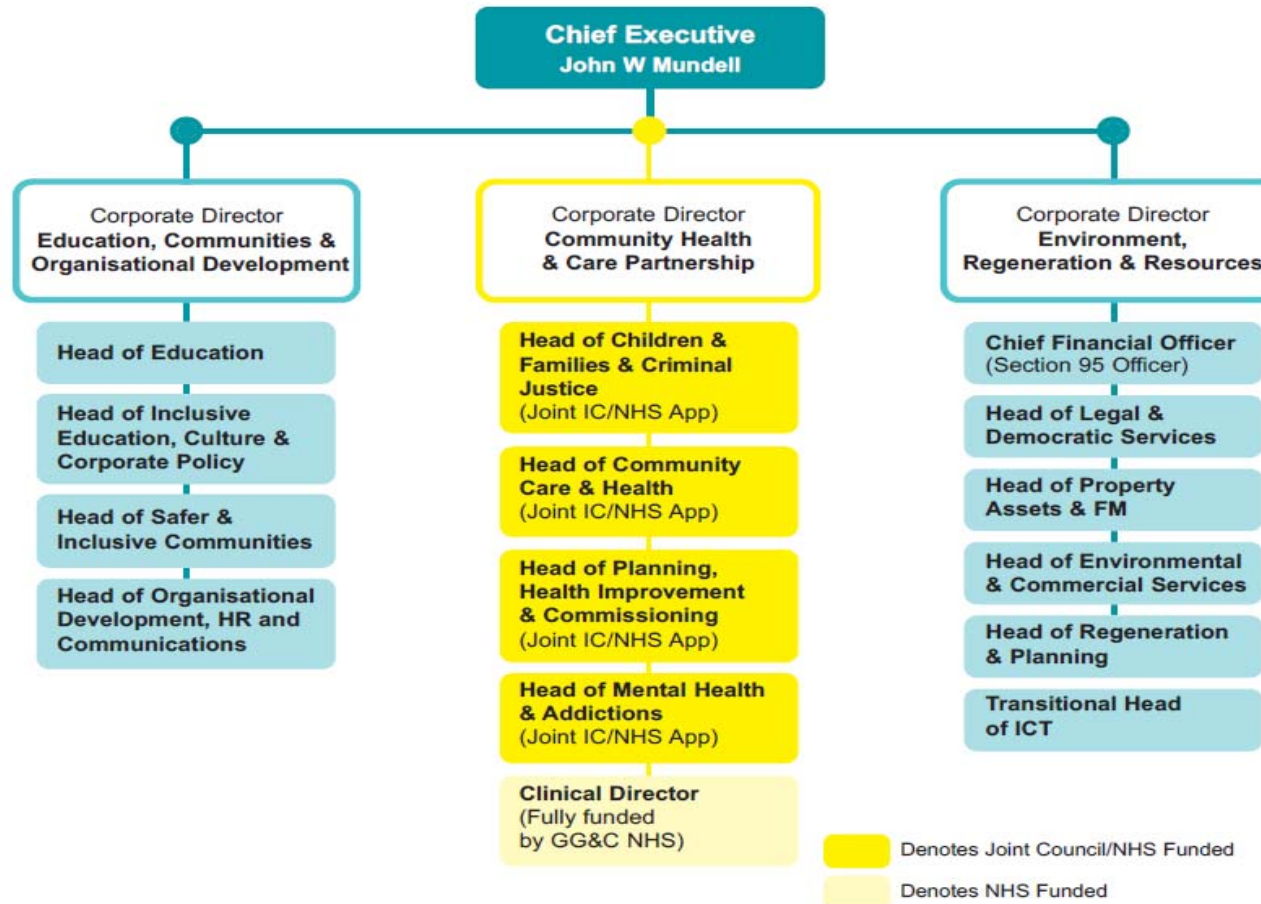
Any queries about the day to day operation of the plan should be addressed to:

Miriam McKenna
Corporate Policy and Partnership Manager
Inverclyde Council
Education Headquarters
105 Dalrymple Street
Greenock
PA15 1HU

Tel: 01475 712042

Email: miriam.mckenna@inverclyde.gov.uk

Inverclyde Council Corporate Management Structure



Report To:	Policy & Resources Committee	Date: 4 February 2014
Report By:	Acting Corporate Director Environment, Regeneration & Resources	Report No: EP/LA/1127/14
Contact Officer:	Elaine Paterson	Contact No: 01475 712139
Subject:	Memorandum & Articles of Association of Riverside Inverclyde	

1.0 PURPOSE

- 1.1 The purpose of this report is (i) to advise members that the Chief Executive has exercised the power delegated to him by the Committee at its meeting on 24 September 2013 to amend Riverside Inverclyde's (ri's) Memorandum & Articles of Association, and (ii) to inform members of the import of the changes made.

2.0 SUMMARY

- 2.1 Inverclyde Council, a Member of ri, requires to consent to any alterations to the Memorandum & Articles of Association of the Company.
- 2.2 Authority to consent to such alterations was delegated by the Committee to the Chief Executive at its meeting on 24 September 2013 (Para 583).
- 2.3 Following the mid-term review of ri and the appointment of Aubrey Fawcett as Interim Chief Executive of ri, the Company undertook an assessment of its Board of Directors. The purpose of the assessment was to comply with recommendations made as a result of the mid-term review in relation to governance issues.
- 2.4 This assessment was such that the Company's Memorandum & Articles of Association required to be amended to reflect the changes which the Board of Directors deemed appropriate to the constitution and composition of the Board.
- 2.5 The effect of the amendments are outlined in the body of this report and were approved by the Company at its Board Meeting of 19 December 2013.
- 2.6 The amendments were subsequently approved the Chief Executive in terms of the authority delegated to him.

3.0 RECOMMENDATION

It is recommended that:

- 3.1 Members note the position.

4.0 BACKGROUND

- 4.1 Riverside Inverclyde (ri) is an Urban Regeneration Company established in 2006, Inverclyde Council being one of the Members of the Company. The other establishing member is Scottish Enterprise.
- 4.2 Following a mid-term review of ri, it was noted that certain recommendations were made in relation to the governance of the Company which would necessitate alterations to the Company's Memorandum & Articles of Association.
- 4.3 At its meeting on 24 September 2013 this Committee considered a report by the Corporate Director Environment, Regeneration & Resources and approved a number of recommendations including inter alia a delegation of authority to the Chief Executive to agree suitable amendments to the company's Memorandum of Articles of Association, as described in para 4.2 above.
- 4.4 At a Board Meeting of the Company on 19 December 2013, the Board of Directors agreed alterations to its Memorandum & Articles of Association and thereafter the Chief Executive gave consent to those alterations in terms of the authority delegated to him as outlined in Para 4.3 above.

5.0 EFFECT OF ALTERATIONS

- 5.1 As outlined, the alterations made to the Memorandum & Articles of Association relate in the main to the composition of the Board of Directors.
- 5.2 Prior to the alterations, the Board of Directors comprised a maximum of 15 Directors, as follows:-
- 3 Directors appointed by Inverclyde Council;
 - 3 Directors appointed by Scottish Enterprise;
 - 1 Director appointed by the Scottish Housing Regulator;
 - 1 Director appointed by James Watt College;
 - 1 Director drawn from the local community;
 - 6 Directors from the private sector.
- 5.3 The composition following the amendments agreed by the Board is as follows:-
- 3 Directors appointed by Inverclyde Council;
 - 1 Director appointed by Scottish Enterprise;
 - 1 Director drawn from the local community;
 - 3 Directors from the private sector;
 - 1 Director nominated by the Greenock Chambers of Commerce (or any successor to that body).
- 5.4 The quorum for meetings of Directors of the Company has been reduced from 6 to 5. However, it remains the case that a quorum shall not be deemed to be constituted unless at least one Director appointed by Inverclyde Council and one by Scottish Enterprise is present.

6.0 IMPLICATIONS

Finance

6.1 There are no financial implications relating to this report.

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

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

LEGAL

6.2 The alterations to ri's Memorandum & Articles of Association are required to give effect to decisions made by the Board of Directors.

Report To:	Policy & Resources Committee	Date: 4 February 2014
Report By:	Acting Corporate Director Environment, Regeneration & Resources	Report No: FJ/LA/1128/14
Contact Officer:	Fraser Jarvie	Contact No: 01475 712121
Subject:	Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA)	

1.0 PURPOSE

1.1 The purpose of this report is to update Members on surveillance carried out by Inverclyde Council employees under the above Act and advise on the pending inspection visit by the Inspector appointed by the Office of Surveillance Commissioners.

2.0 SUMMARY

2.1 Until October 2000 the use of covert surveillance and covert human intelligence sources was not subject to statutory control in the UK. From that date arising from the Regulation of Investigatory Powers Act 2000 (RIPA) and the Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA) there has been a legal framework which ensures that the use, deployment, duration and effectiveness of covert surveillance and the use of covert human intelligence sources are subject to an authorisation, review and cancellation procedure.

2.2 Inverclyde Council employees must comply with the Act and adhere to the authorisation procedures specified in the Council's policy and procedures for authorisation of covert surveillance and covert human intelligence sources approved by the Council following the introduction of the legislation.

2.3 Under the Council's authorisation process, applications for directed surveillance or the use or conduct of a source are authorised by a restricted number of authorising officers at a senior level. A central register of authorisations is maintained by the Head of Legal & Democratic Services who also carries out a gate-keeping role in connection with draft applications.

2.4 The Office of Surveillance Commissioners (OSC) provides independent oversight of the use of the powers contained within RIPSA. This oversight includes inspection visits by inspectors appointed by the OSC on a 3-yearly basis. The Council is to receive a visit in this connection on 27 February 2014. The inspecting officer, Graham Wright, will meet with senior officers of the Council as well as the Legal Services Manager responsible for the maintenance of the central record of authorisations. He will consider any previous recommendations. He will dip sample authorisations granted since the last inspection in 2011 and finally give feedback on the authorisations examined and make appropriate recommendations for any remedial steps he identifies.

2.5 It should be noted that the number of authorisations under the Act has dropped significantly since the last inspection, there being 2 authorisations in 2011, 2 in 2013 and only one in 2012. It is understood that this reduction from an average of 4 per annum is partly due to the services involved in combating anti-social behaviour, employing other more effective methods to obtain the information required or to deal

with the issues arising. The majority of services are not involved in covert surveillance as any required surveillance is carried out in public. Covert surveillance has since the introduction of the Act generally been carried out in the areas of anti-social behaviour or benefit fraud investigation.

3.0 RECOMMENDATIONS

- 3.1 That the Committee note the current position and the pending inspection by the OSC.
- 3.2 That the Committee note that reports on the application of and compliance with the Act will be submitted on an annual basis to the CMT.

Fraser Jarvie
Legal & Democratic Services

4.0 BACKGROUND

- 4.1 The use of surveillance to provide information is a valuable resource for the protection of the public and the maintenance of law and order. In order that local authorities and law enforcement agencies are able to discharge their responsibilities, use is made of unaided surveillance and surveillance devices. Where this surveillance is covert, i.e. the subject of the surveillance is unaware that it is taking place, then it must be authorised to ensure that it is lawful. CCTV systems in the main will not be subject to this procedure as they are “overt” forms of surveillance. However, where CCTV is used as part of a pre-planned operation of covert surveillance, then authorisation must be obtained.
- 4.2 The use of human beings to provide information (informants) is a valuable resource also for the protection of the public in the maintenance of law and order. These are generally described as “Covert Human Intelligence Sources” (CHIS). It should be noted however that the Council has not so far carried out surveillance in this manner since the introduction of the legislation.
- 4.3 Currently only the following officers are appointed by the Council to authorise surveillance under the Act (RIPSA):-
- John Mundell, Chief Executive
Elaine Paterson, Head of Legal & Democratic Services and Monitoring Officer
John Arthur, Head of Safer & Inclusive Communities
Albert Henderson, Corporate Director Education, Communities & OD
Alan Puckrin, Acting Corporate Director Environment, Regeneration & Resources
Jan Buchanan, Head of Finance
- 4.4 Five recommendations were made by the previous inspecting officer. Investigation has clarified however that River Clyde Homes is not an ALMO. It is an independent body and accordingly it is not intended to take any further steps in respect of the first recommendation.

Recommendations

- (1) Existing protocols with Arms Length Management Organisations (ALMOs) with responsibility for Council housing stock to be reviewed to ensure that any covert activity undertaken is notified to the Council for consideration.
- (2) A Standard Operating Procedure be included within the Council RIP(S)A Policy for the deployment of technical equipment for covert purposes.
- (3) A robust oversight process introduced with compliance reporting to the Council Executive.
- (4) Compulsory Authorising Officer training to be provided and formal training records introduced.
- (5) Operational protocol to be agreed with DWP for joint working and responsibility for RIP(S)A applications and authorisations.

5.0 PROGRESS

- 5.1 Steps are ongoing to address the above recommendations as per the action plan at Appendix 1.

6.0 FINANCIAL IMPLICATIONS

6.1 None

6.2 Personnel: None

6.3 Legal: None

6.4 Equality - There are no equality issues arising on this report

APPENDIX 1

Action Plan

Action	When to be Introduced	Responsible Officer
Recommendation 1 - Investigations have confirmed that RCH is not an ALMO, it is an independent body.	No further action required	Fraser Jarvie
Recommendation 2 - Policy being revised. Details of all equipment being deployed, including serial numbers are currently specified in any application for authorisation.	February 2014	Fraser Jarvie
Recommendation 3 - Report to Policy & Resources Committee and subsequently on an annual basis regarding compliance to the CMT. Head of Legal & Democratic Services to (i) act as "Gatekeeper" and review draft applications; (ii) meet regularly with authorising officers (twice yearly minimum) to review applications approved and provide feedback; (iii) meet regularly with officers responsible for making applications, for training purposes.	February 2014 January 2014	Fraser Jarvie
Recommendation 4 - Compulsory training for authorising officers to be provided by Head of Legal & Democratic Services as above and formal training records to be introduced.	January 2014	Fraser Jarvie
Recommendation 5 - Communications with DWP has identified that there is agreement regarding the authorisation of joint working and only one authorisation to include both organisations is required. (There have been no joint operations with the DWP in the last 3 years).	No further action required	Fraser Jarvie

Report To:	Policy and Resources Committee	Date:	4 February 2014
Report By:	Head of Organisational Development, Human Resources and Communications	Report No:	HR/01/14/AM
Contact Officer:	Alasdair Moore	Contact No:	01475 712015
Subject:	Living Wage: Local Government Employees Wage Award		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Committee of the agreed increase in the Living Wage.

2.0 SUMMARY

- 2.1 The hourly rate for the Living Wage previously agreed by the Committee has been increased as a result of the national wage agreement for Local Government Employees.
- 2.2 CoSLA has issued a Circular on the national wage award and this included notification that the Living Wage hourly rate is to be increased to £7.65 per hour.
- 2.3 The Council has already agreed delegated authority to the Head of OD, HR and Communications to implement CoSLA Personnel circulars.

3.0 RECOMMENDATIONS

- 3.1 That the Committee note that the Living Wage hourly rate is being increased to £7.65 from the 1 April 2014.

Head of Organisational Development,
Human Resources and Communications

4.0 BACKGROUND

- 4.1 At the meeting on 13 November 2012 the Policy and Resources Committee agreed to the implementation of the Living Wage.
- 4.2 The Committee also agreed that if the Living Wage was to be increased, a report be brought back to the Committee.
- 4.3 The decision taken at the CoSLA Convention in respect of the national pay award included that the Living Wage be set at the hourly rate advised by the Living Wage Foundation, the hourly rate that has been set is £7.65 per hour to be implemented on 1 April 2014.
- 4.4 The circular issued by CoSLA on 25 October 2013 also advised that the implementation of the Living Wage is to be determined by Councils at a local level.

The Committee had previously agreed that the Living Wage would be paid as a supplement.

- 4.5 The Council previously agreed that delegated authority be given to the Head of OD, HR and Communications for the implementation of CoSLA Personnel Circulars.

5.0 PROPOSALS

- 5.1 That the Committee note that the Living Wage will be implemented as per the national wage agreement and that the hourly rate is to be raised to £7.65 per hour from 1 April 2014

6.0 IMPLICATIONS

- 6.1 Finance:

Financial Implications – One off Costs

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

Financial Implications – Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
Miscellaneous	Inflation Contingency	01/04/14	£7,500	N/A	Cost will be contained within pay inflation contingency.

- 6.2 Human Resources: All Human Resources
- 6.3 Legal: There are no legal implications for this report
- 6.4 Equalities: As all employees who are paid less than £7.65 per hour will be covered by the Living Wage, there are no equalities issues.

7.0 CONSULTATION

7.1 Consultation has been undertaken at a national level.

**INVERCLYDE COUNCIL
POLICY AND RESOURCES COMMITTEE**

AGENDA AND ALL PAPERS TO:

Councillor MacLeod	1
Councillor McCabe	1
Councillor Wilson	1
Councillor McCormick	1
Provost Moran	1
Councillor Clocherty	1
Councillor McEleny	1
Councillor McIlwee	1
Councillor Loughran	1
Councillor Nelson	1
Councillor Rebecchi	1

All other Members (for information only) 9

Officers:

Chief Executive	1
Corporate Communications & Public Affairs	1
Corporate Director Community Health & Care Partnership	1
Head of Children & Families & Criminal Justice	1
Head of Community Care & Health	1
Head of Planning, Health Improvement & Commissioning	1
Head of Mental Health & Addictions	1
Corporate Director Education & Communities	1
Head of Education	1
Head of Inclusive Education, Culture & Corporate Policy	1
Head of Safer & Inclusive Communities	1
Head of Organisational Development, HR & Communications	1
Acting Corporate Director Environment, Regeneration & Resources	1
Head of Legal & Democratic Services	1
Chief Financial Officer	1
Head of Property Assets & Facilities Management	1
Business/Democratic Services Manager	1
S Lang, Legal & Democratic Services	1
R McGhee, Legal & Democratic Services	1
Chief Internal Auditor	1
File Copy	1

TOTAL 41

AGENDA AND ALL NON-CONFIDENTIAL PAPERS TO:

Community Councils 10

TOTAL 51

21/05/2012